

*June 20, 2020*

# Fiscal Years 2021-2023

## Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2021-2023

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## BOARD OF SELECTMEN FISCAL YEAR 2021 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY21 operating budget and a three-year projection of expenses and revenue. The FY21 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Continue to fund the OPEB obligation as outlined in the OPEB Funding Policy.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY21 revenue and excess free cash, if any, is insufficient for that purpose, then identify options for specific expense reductions and/or new revenue sources to balance expenses with funding.
- Allocate a minimum of \$1.5M for capital expenses, from Free Cash if possible, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY21, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. This amount may be reduced if needed to maintain current personnel. The target total for bond payments should fall within the range of 7-10% of the Town's operating budget.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether to move forward with the new position or expense.
- Support the stormwater management plan at a protective level of service to be in compliance with EPA permit regulations. To provide funding for ongoing required stormwater maintenance and capital repairs, the Board of Selectmen will set a stormwater fee. This fee shall be fixed for a period of 3 years (Fiscal Years 21-23) based upon stormwater budget projections.
- As requested at the 2018 Annual Town Meeting, analyze Town and School Safety Task Force recommendations and request funding as appropriate. Continue implementation of recommendations made by the public safety staffing review group.
- Evaluate our health insurance renewal and its impact on our 2021 budget. Investigate options for providing quality health insurance for our employees and retirees, while controlling costs.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Board of Selectmen, Finance Committee, and School Committee.

## Budget Summary

	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021	FISCAL 2021
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<i>APPROPRIATION SUMMARY</i>								
GENERAL GOVERNMENT	3,755,799.50	4,611,014.00	4,813,395.00	4,692,565.00	5,045,622.00	5,473,869.00	1.77%	81,551.00
PUBLIC SAFETY	9,995,549.47	10,617,324.00	11,289,755.00	10,851,902.00	11,602,622.00	11,729,630.00	2.21%	234,578.00
EDUCATION	58,818,935.60	60,627,268.00	62,189,450.00	62,319,527.00	63,876,352.00	65,472,098.00	2.79%	1,692,259.00
PUBLIC WORKS	5,479,612.81	5,556,723.00	5,752,893.00	5,473,152.00	5,850,724.00	5,979,612.00	-1.50%	(83,571.00)
HEALTH & HUMAN SERVICES	1,094,661.64	1,182,658.00	1,238,354.00	1,154,910.00	1,274,309.00	1,292,018.00	-2.35%	(27,748.00)
CULTURE & RECREATION	1,937,748.04	2,046,002.00	2,146,557.00	2,086,571.00	2,205,392.00	2,237,542.00	1.98%	40,569.00
DEBT SERVICE	6,871,725.32	7,486,926.00	6,220,384.00	6,076,950.00	6,287,262.00	6,737,617.00	-18.83%	(1,409,976.00)
UNCLASSIFIED	16,829,926.42	17,695,026.00	19,608,915.00	18,731,219.00	20,190,210.00	21,967,093.00	5.86%	1,036,193.00
COMMUNITY PRESERVATION FUND	1,011,349.04	837,443.00	807,327.00	807,327.00	805,406.00	793,363.00	-3.60%	(30,116.00)
WATER ENTERPRISE FUND	3,665,258.84	4,439,549.00	4,630,132.00	4,667,342.00	4,878,592.00	5,064,320.00	5.13%	227,793.00
RECREATION ENTERPRISE FUND	1,396,720.26	1,450,938.00	1,474,704.00	1,407,253.00	1,533,456.00	1,573,293.00	-3.01%	(43,685.00)
AMBULANCE ENTERPRISE FUND	1,355,717.95	1,426,801.00	1,438,016.00	1,362,078.00	1,395,344.00	1,414,976.00	-4.54%	(64,723.00)
STORMWATER ENTERPRISE FUND	-	-	1,257,445.00	1,250,138.00	1,332,890.00	1,514,289.00		1,250,138.00
<b>TOTAL ARTICLE</b>	<b>112,213,004.89</b>	<b>117,977,672.00</b>	<b>122,867,327.00</b>	<b>120,880,934.00</b>	<b>126,278,181.00</b>	<b>131,249,720.00</b>	<b>2.46%</b>	<b>2,903,262.00</b>

## Operating Budget

### General Government

#### 122 Selectmen

#### Mission Statement:

The Board of Selectmen is committed to ensuring the safety and well-being of our citizens, providing a high-quality education for our children, managing growth, maintaining the town infrastructure, and protecting the town's valued environmental and historic resources, all in a fiscally responsible manner. The board will provide open and honest leadership, promote citizen participation, and support and encourage our town employees and volunteers. The board will always act in the best interest of the Town.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CONTRACTUAL CLERICAL SERVICES	4,625.00	5,550.00	5,550.00	5,365.00	5,500.00	5,500.00	-3.33%	(185.00)
ADVERTISING-LEGAL	264.20	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
OTHER CHARGES AND EXPENSES	3,750.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
DUES & MEMBERSHIPS	5,790.00	5,000.00	5,641.00	5,641.00	5,783.00	5,928.00	12.82%	641.00
NMCOG MEMBERSHIP	6,772.71	6,943.00	7,117.00	7,117.00	7,295.00	7,478.00	2.51%	174.00
COMMUNITY INITIATIVES	238.12	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>21,440.03</b>	<b>21,993.00</b>	<b>22,808.00</b>	<b>22,123.00</b>	<b>23,078.00</b>	<b>23,406.00</b>	<b>0.59%</b>	<b>130.00</b>
<b>DEPARTMENT TOTAL</b>	<b>21,440.03</b>	<b>21,993.00</b>	<b>22,808.00</b>	<b>22,123.00</b>	<b>23,078.00</b>	<b>23,406.00</b>	<b>0.59%</b>	<b>130.00</b>

#### Description of Changes:

The overall budget was increased by \$130 to reflect FY19 actual costs.

**Programs & Services:**

The Board of Selectmen are the chief policy making officials of the town and are responsible for the enforcement of all town bylaws and regulations. The Board of Selectmen appoint the following people and committees according to the Charter explicit language:

- Town Manager
- Town Counsel
- Conservation Commission
- Board of Appeals

**Elected Board of Selectmen:**

Elizabeth M. Almeida, Chair

G. Thomas Clay, Vice Chair

Mark Kost, Clerk

J. Scott Hazelton

Andrea Peraner-Sweet

Additionally, in accordance with general language in the Charter, the Selectmen appoint the following:

- Cable TV Advisory Committee
- Community Teamwork, Inc. Representative
- Council on Aging
- Permanent Town Building Committee
- Historical Commission
- Lowell Regional Transportation Authority Representative
- Northern Middlesex Council of Government (Selectman Representative)
- Any ad hoc committees required to carry out the responsibilities of the Selectmen which are not delegated to the Town Manager for appointment (for example, the Senior, Low-Income & Disabled Tax Relief Committee)

## 123 Town Manager

### Mission Statement:

The Town Manager's office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees, and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Board of Selectmen.

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on November 26, 2019:

1. Adhere to the Board of Selectmen Fiscal Year 2021 Budget Policy Direction.
2. Allocate town resources to respond to increasing demands for town services as a result of new growth from recent housing development and associated residential impact.
3. Support the Town and School Safety Task Force's charge by participating in the School/Community Mental Health/Wellness Needs Assessment. Oversee the town's implementation of the task force's recommendations following the Facilities and Procedural Proposal. Bring Board of Selectmen and School Committee capital and operational recommendations to Special and Annual Town Meeting for consideration of funding.
4. Work with the Permanent Town Building Committee (PTBC) and other committees and town staff to coordinate the demolition of the old Center Fire Station, relocation of the Fire Antenna, and continue the design of the New Center Building, with a request for construction appropriation at Annual Town Meeting. Continue to evaluate the best reuse of 63 Main Street. Assist PTBC with the analysis of providing office space for School Administration employees.
5. Implement the stormwater management utility fee for compliance with the Environmental Protection Agency requirements and for the long-term maintenance of our town's stormwater management system.
6. Assist the efforts of the 35 Town Farm Road Task Force, in coordination with the PTBC, to explore the possible relocation of the Fire Training Facilities and/or the construction of a new training facility at the old Highway Garage location on Beacon Street, and develop/release a request for proposals aimed at redeveloping the Town Farm site into senior affordable housing and a new home for the Westford Food Pantry.
7. Support the 12 North Main Street Task Force to seek any available Federal/State grant funding to assist with hazardous material cleanup costs. Continue to work with the task force to determine next steps, and present options to the Board of Selectmen.

8. Review our town's technology systems and departmental procedures to ensure that personal information of residents in all formats is being appropriately protected, that measures are in place to minimize the risk of data breaches or other cyber-attacks whether technically based or through social engineering, and to ensure that the town has adequate plans for recovery from such events.
9. Continue to monitor any impacts from the Newport Materials asphalt plant during construction and operation, and coordinate compliance with settlement agreement terms and obligations. Establish steering group with Highway, Water, Engineering, Parks & Grounds, Facilities and Town Manager's office to recommend capital improvements with mitigation labor and materials.
10. Work with Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
11. Work with and support the Planning Board, Town Counsel and the Land Use Management Department to propose Zoning Bylaw Amendments to address ongoing concerns relative to the potential impacts of short-term rentals (such as Airbnb) in the Town of Westford, particularly within residential neighborhoods.
12. Develop organizational chart, associated job descriptions and Band placement, with Personnel Advisory Committee input, for the creation of a Department of Public Works to be brought to 2020 Annual Town Meeting.

### **Programs & Services:**

The town manager is the chief administrative officer of the town, and acts as the agent for the Board of Selectmen, ensuring the proper operation of town affairs under the policy direction of the board. The town manager supervises, directs and is responsible for the efficient administration of all officers appointed by her, and their respective departments, and of all functions for which she is given responsibility by the Charter, town meeting, or by vote of the board.

The town manager appoints all department heads and officers, subordinates, and employees under her direct supervision; and officers, subordinates and employees for whom no other method of selection is provided in the Charter, except employees of the school department and persons serving under officers, boards, commissions and committees elected directly by the voters of the town.

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority

for the police and fire chiefs, subject to the confirmation of the Board of Selectmen; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Board of Selectmen. The town manager keeps the Board of Selectmen and Finance Committee fully informed as to the financial condition of the town and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

The personnel management responsibilities of the town manager include administering and adopting, in consultation with the Personnel Advisory Committee, personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees. The town manager administers all collective bargaining agreements, except for school department agreements, entered into by the town. The town manager fixes compensation of all town employees and officers appointed by her, within the limits established by appropriation and any applicable compensation plan or collective bargaining agreements. The town manager is responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except the employees of the school department and the library director and assistant library director, with these contracts subject to the approval by the Board of Selectmen.

This description above is summarized from the 1989 Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at: <https://www.westfordma.gov/DocumentCenter/Home/View/3263>

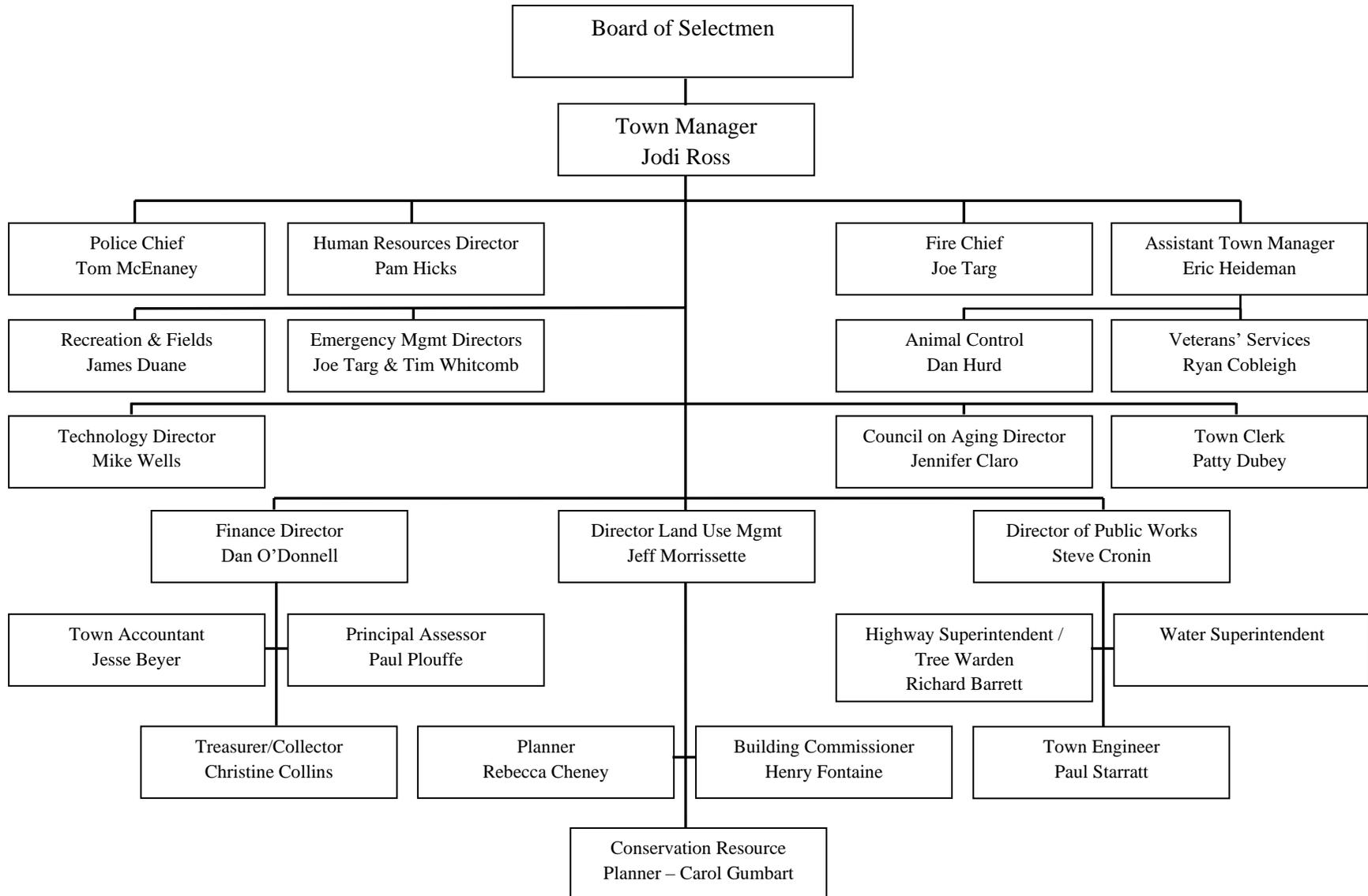
### **Description of Changes:**

The overall Town Manager budget decreased by 2.10%. Personal services was increased by 2% for all non-union personnel. The hours for the Records Supervisor was moved back to the Town Clerk's office. The overall expense budget in FY21 is lower than the FY19 actual because the meeting & conferences line item was reduced to reflect the FY19 actual conferences attended by the Town Manager and Assistant Town Manager.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN MANAGER	192,006.92	201,723.00	205,757.00	205,757.00	209,872.00	209,872.00	2.00%	4,034.00
ASSISTANT TOWN MANAGER	115,972.49	124,236.00	126,721.00	126,721.00	129,256.00	129,256.00	2.00%	2,485.00
RECORDS SUPERVISOR	22,604.14	9,274.00					-100.00%	(9,274.00)
PROJECT/PROCUREMENT SPECIALIST	61,610.59	77,559.00	69,384.00	69,384.00	70,772.00	70,772.00	-10.54%	(8,175.00)
SECRETARY (VACATION/SICK COVERAGE)	10,562.26	14,158.00	14,440.00	14,440.00	14,730.00	14,730.00	1.99%	282.00
VACATION COVERAGE	2,500.00	1,500.00	2,250.00	2,250.00	2,250.00	2,250.00	50.00%	750.00
LONGEVITY	850.00	850.00	1,450.00	1,450.00	1,450.00	1,450.00	70.59%	600.00
LIFE INSURANCE / LONG TERM DISABILITY	2,980.68	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>409,087.08</b>	<b>432,500.00</b>	<b>423,202.00</b>	<b>423,202.00</b>	<b>431,530.00</b>	<b>431,530.00</b>	<b>-2.15%</b>	<b>(9,298.00)</b>
<b>EXPENSES</b>								
MANAGEMENT PERFORMANCE TRAINING	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
CONTRACTED SERVICES	4,857.60	500.00	500.00	500.00	500.00	500.00	0.00%	-
ADVERTISING-LEGAL	198.74	800.00	800.00	800.00	800.00	800.00	0.00%	-
OFFICE SUPPLIES	999.87	700.00	700.00	700.00	700.00	700.00	0.00%	-
FORMS/PRINTING	3,905.67	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	1,186.54	850.00	850.00	850.00	850.00	850.00	0.00%	-
TRAVEL - MILEAGE	1,214.50	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
MEETINGS & CONFERENCES	3,570.75	4,180.00	3,680.00	3,680.00	3,800.00	3,800.00	-11.96%	(500.00)
DUES AND MEMBERSHIPS	2,850.69	2,655.00	2,975.00	2,975.00	2,975.00	2,975.00	12.05%	320.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>18,784.36</b>	<b>19,885.00</b>	<b>19,705.00</b>	<b>19,705.00</b>	<b>19,825.00</b>	<b>19,825.00</b>	<b>-0.91%</b>	<b>(180.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>427,871.44</b>	<b>452,385.00</b>	<b>442,907.00</b>	<b>442,907.00</b>	<b>451,355.00</b>	<b>451,355.00</b>	<b>-2.10%</b>	<b>(9,478.00)</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Life Insurance	Total
Town Manager	1.0	EXEM	205,757.00	850.00	3,200.00	209,807.00
Assistant Town Manager	1.0	EXEM	126,721.00	600.00		127,321.00
Vacation Coverage			2,250.00			2,250.00
Project/Procurement Specialist	1.0	NON	69,384.00			69,384.00
Administrative Secretary	0.3	NON	14,440.00			14,440.00
<b>Total Personal Services</b>	<b>3.3</b>		<b>418,552.00</b>	<b>1,450.00</b>	<b>3,200.00</b>	<b>423,202.00</b>



### 131 Finance Committee

**Mission Statement:** The Finance Committee's mission is to make recommendations on all financial matters, including the budget, to Town Meeting. The Finance Committee has oversight responsibility for all municipal financial matters, as well as other statutory authority granted to them by town bylaw.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
PRINTING/POSTAGE SERVICES	6,077.15	6,000.00	6,200.00	6,200.00	6,200.00	6,200.00	3.33%	200.00
OTHER PURCHASED SERVICES	1,850.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
MEETINGS & CONFERENCES	-	165.00	165.00	165.00	165.00	165.00	0.00%	-
DUES & MEMBERSHIPS	280.00	280.00	280.00	280.00	280.00	280.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>8,207.15</b>	<b>8,665.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>8,865.00</b>	<b>2.31%</b>	<b>200.00</b>
<b>RESERVE FUND</b>		<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>0.00%</b>	<b>-</b>
TRANSFERS OUT		(15,292.00)					-100.00%	15,292.00
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>134,708.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>11.35%</b>	<b>15,292.00</b>
<b>DEPARTMENT TOTAL</b>	<b>8,207.15</b>	<b>143,373.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>158,865.00</b>	<b>10.81%</b>	<b>15,492.00</b>

### Description of Changes:

The Finance Committee Reserve Fund remains at \$150,000 due to the decrease in requests during the most recent fiscal years. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting. The Other Purchased Services line item is to pay for minutes to be taken at the public meetings.

### Programs & Services:

The Finance Committee is responsible for conducting public meetings prior to Annual and Special Towns Meetings in order to make recommendations on the finance-related warrant articles. The committee produces an annual report that publishes their recommendation on the finance-related articles. The Finance Committee also manages the Town's reserve fund and can appropriate money for unforeseen and extraordinary events. The Finance Committee is composed of nine members. Each serves a three-year term. Finance Committee members are appointed by the Town Moderator.

**Other Metrics:**

This is a link to the 2019 [Finance Committee Report & Recommendations](#):

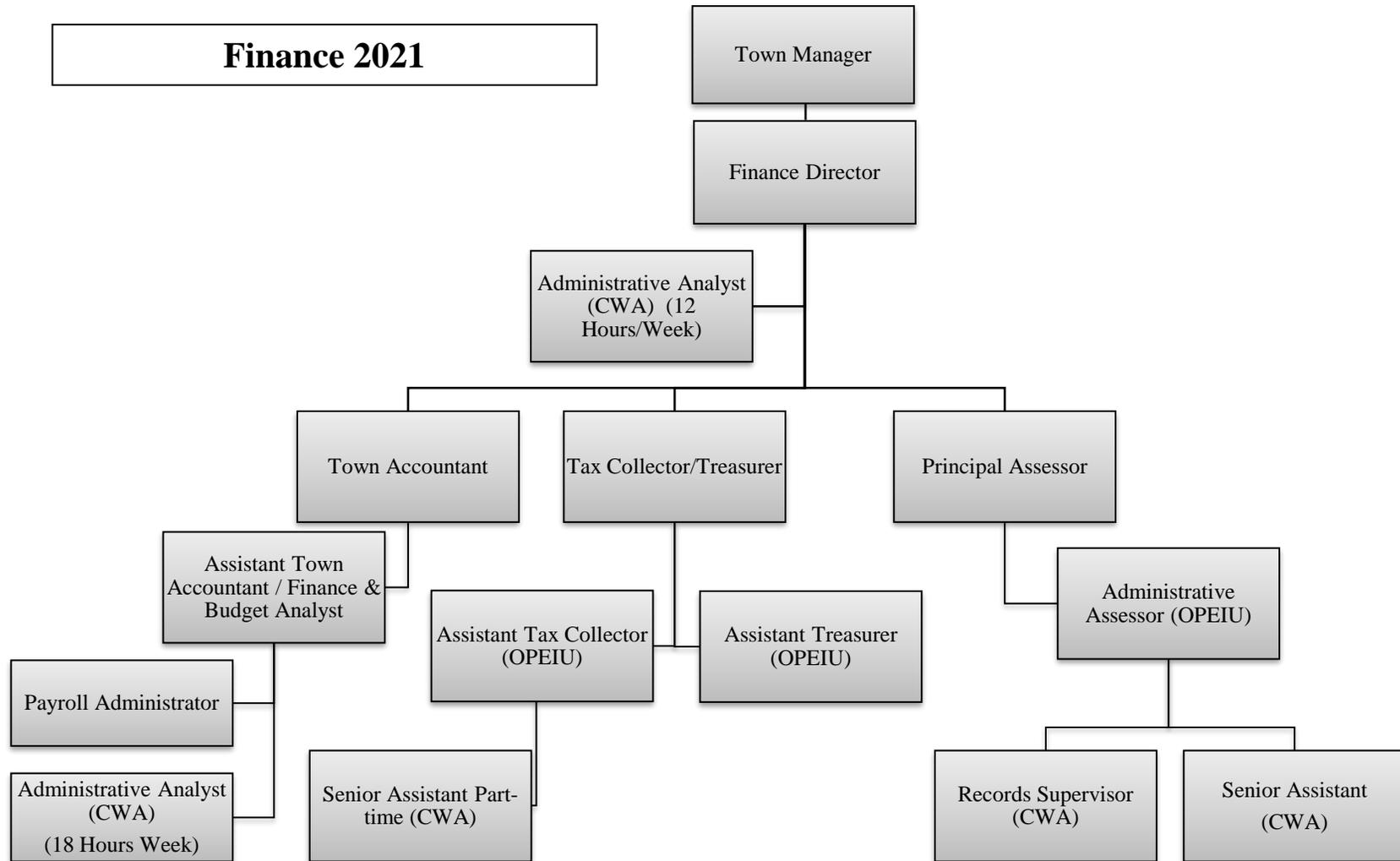
**General Fund Reserve Fund Transfers for Fiscal Year 2020 as of November 22, 2019**

<b>Date</b>	<b>Transaction</b>	<b>Amount</b>	<b>Balance</b>	<b>Comment</b>
March 23, 2019	Annual ATM/STM Appropriation	\$150,000.00	\$150,000.00	
August 13, 2019	Fire Department Dues & Memberships	(\$15,292.00)	\$134,708.00	Lexipol subscription services to update policies and procedures to comply with Department of Labor and OSHA standards.

**Water Enterprise Reserve Fund Transfers for Fiscal Year 2020 as of November 22, 2019**

<b>Date</b>	<b>Transaction</b>	<b>Amount</b>	<b>Balance</b>	<b>Comment</b>
March 23, 2019	Annual ATM/STM Appropriation	\$250,000.00	\$250,000.00	

132 Finance Department



**Mission Statement:**

The mission of the Finance Department is to manage the town's financial resources in a sustainable and responsible manner in order to effectively monitor and report the current financial status of the town. In addition, the Finance Department provides quality support and services to other town departments so they can perform their missions more efficiently.

**Goals:**

- To continue to develop financial policies in coordination with the treasurer/collector and town accountant as recommended by the bond rating agencies.
- To maintain a AAA bond rating with Standard & Poor's.
- To assist the Town Manager in providing a balanced budget to present to Town Meeting.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FINANCE DIRECTOR	116,235.60	126,000.00	128,520.00	128,520.00	131,091.00	131,091.00	2.00%	2,520.00
ADMINISTRATIVE ANALYST	16,454.89	17,853.00	18,558.00	18,558.00	19,656.00	19,656.00	3.95%	705.00
LONGEVITY	850.00	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>133,540.49</b>	<b>145,145.00</b>	<b>148,370.00</b>	<b>148,370.00</b>	<b>152,039.00</b>	<b>152,039.00</b>	<b>2.22%</b>	<b>3,225.00</b>
<b>EXPENSES</b>								
OFFICE SUPPLIES	406.42	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	46.62	100.00	100.00	100.00	100.00	100.00	0.00%	-
MEETINGS & CONFERENCES	274.53	1,280.00	460.00	460.00	880.00	1,280.00	-64.06%	(820.00)
DUES & MEMBERSHIPS	110.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
ENCUMBRANCES	27.96							-
<b>CATEGORY TOTAL</b>	<b>865.53</b>	<b>1,715.00</b>	<b>895.00</b>	<b>895.00</b>	<b>1,315.00</b>	<b>1,715.00</b>	<b>-47.81%</b>	<b>(820.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>134,406.02</b>	<b>146,860.00</b>	<b>149,265.00</b>	<b>149,265.00</b>	<b>153,354.00</b>	<b>153,754.00</b>	<b>1.64%</b>	<b>2,405.00</b>

**Description of Changes:**

The meetings and conferences budget is decreasing by \$820.00 because the Finance Director obtained his MCPPO certification in FY20. The next recertification will occur in FY23. The printing of the FY21 budget will be done in-house, and we plan to reuse binders for the budget books.

**Programs & Services:**

The Finance Director is responsible for providing professional financial planning, management, and administration of all financial processes of the town. The position is responsible for the management and general oversight of the three financial departments headed by the Town Accountant, Treasurer/Collector and Assessors. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. As mandated by the town charter, the Finance Director develops and maintains the five-year financial plan in close coordination with the Town Manager. The Finance Director attends all Finance Committee meetings and serves as their liaison.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Finance Director	1.0	EXEM	128,520.00	1,100.00	129,620.00
Administrative Analyst	0.3	CWA	18,558.00	192.00	18,750.00
<b>Total Personal Services</b>	<b>1.3</b>		<b>147,078.00</b>	<b>1,292.00</b>	<b>148,370.00</b>

**135 Town Accountant**

**Mission Statement:** The mission of the Town Accountant is to oversee and process payroll and accounts payable in a timely and accurate manner and provide financial reporting services for the Town in accordance with General Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS), Town policies and Town by-laws. Through strict internal controls, we strive to maintain a constant and diligent effort to review, audit, prepare, and proof every transaction before final processing for accuracy.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN ACCOUNTANT	95,445.90	98,513.00	100,573.00	100,573.00	102,675.00	102,675.00	2.09%	2,060.00
ASST. TOWN ACCOUNTANT / FINANCE & BUDC	55,952.69	76,159.00	77,385.00	77,385.00	78,933.00	78,933.00	1.61%	1,226.00
PAYROLL ADMINISTRATOR	69,587.34	73,500.00	74,684.00	74,684.00	76,177.00	76,177.00	1.61%	1,184.00
ADMINISTRATIVE ANALYST	24,682.35	26,274.00	27,837.00	27,837.00	29,484.00	29,484.00	5.95%	1,563.00
OVERTIME	1,514.21	2,700.00	2,781.00	2,600.00	2,781.00	2,864.00	-3.70%	(100.00)
LONGEVITY	1,700.00	1,988.00	1,988.00	1,988.00	2,488.00	2,488.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>248,882.49</b>	<b>279,134.00</b>	<b>285,248.00</b>	<b>285,067.00</b>	<b>292,538.00</b>	<b>292,621.00</b>	<b>2.13%</b>	<b>5,933.00</b>
<b>EXPENSES</b>								
ACCOUNTING & AUDITING SERVICES	35,600.00	37,500.00	37,750.00	37,750.00	38,750.00	40,000.00	0.67%	250.00
OFFICE SUPPLIES	888.89	1,000.00	1,000.00	1,000.00	1,050.00	1,100.00	0.00%	-
FORMS/PRINTING	1,271.25	1,300.00	1,350.00	1,350.00	1,400.00	1,450.00	3.85%	50.00
MEETINGS & CONFERENCES	2,798.83	4,000.00	3,850.00	3,850.00	3,900.00	4,000.00	-3.75%	(150.00)
DUES AND MEMBERSHIPS	125.00	460.00	125.00	125.00	125.00	725.00	-72.83%	(335.00)
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>40,683.97</b>	<b>44,260.00</b>	<b>44,075.00</b>	<b>44,075.00</b>	<b>45,225.00</b>	<b>47,275.00</b>	<b>-0.42%</b>	<b>(185.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>289,566.46</b>	<b>323,394.00</b>	<b>329,323.00</b>	<b>329,142.00</b>	<b>337,763.00</b>	<b>339,896.00</b>	<b>1.78%</b>	<b>5,748.00</b>

**Goals:**

- To service all Town departments' financial needs in a timely manner, so that they may carry out their department goals
- To maintain the Town's financial records and ensure compliance with all MGLs
- To provide accurate and timely financial information to local, State, and Federal government officials

**Description of Changes:**

Personal Services increased by 2.1% which reflects collective bargaining contract settlements and the reclassification of the Payroll Administrator from a union position to non-union position. Accounting expenses decreased by 0.42%, with the majority of the expense budget consisting of the Annual Town Audit and OPEB valuation. A contract with our outside auditors (Melanson Heath) is in place through FY21.

**Programs & Services:**

It is the responsibility of the Town Accountant to maintain and ensure the accuracy of all financial records and reporting including the general ledger, subsidiary ledgers, balance sheet, annual audits and all necessary reporting to the Department of Revenue. Examples include the Schedule A, Tax Recap, Certification of Free Cash, etc.

The Accounting Department is responsible for both the payroll and vendor payment distributions which includes all federal, state and local grants, gifts, revolving funds, enterprise, trusts, agency funds, and all financial reporting.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Accountant	1.0	EXEM	100,573.00	600.00	101,173.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	NON	77,385.00	-	77,385.00
Payroll Administrator	1.0	NON	74,684.00	1,100.00	75,784.00
Administrative Analyst	0.5	CWA	27,837.00	288.00	28,125.00
Overtime			2,600.00		2,600.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>283,079.00</b>	<b>1,988.00</b>	<b>285,067.00</b>

## 141 Assessors

**Mission Statement:** The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

### Goals:

- Maintain accurate, up to date, understandable and publicly accessible records on all properties. Prepare assessed values so tax bills can be issued timely. Provide friendly, competent and responsive service to taxpayers with respect to their responsibilities and opportunities under property tax regulations.
- Prepare for annual interim revaluations and recertification every 5 years with the Department of Revenue. Make policy changes within the Assessors' Office as needed or directed by statute and the Department of Revenue. Implement, review, document and act on all exemption and abatement applications, betterments, apportionments, etc. Continue annual measure and list for Real Estate, continue inspections and listings of Personal Property, review and analysis of sales data, income data, annual growth, and processes of all statutory mandates and DOR policies.
- Continue full implementation of in-house review, analysis of income and expenses, local and regional leases, and capitalization rates to provide supportive valuation through the Income Approach. Continue implementation of review and analysis of annual sales, management of Personal Property accounts, review of MLS, Banker & Tradesman for refinancing activity, bankruptcies, and foreclosures, etc. Continue work with map revisions, updates, corrections, and subdivisions.

### Description of Changes:

The FY21 personnel budget reflects a 2.0% increase for non-union personnel. The decrease in Contracted Services beginning FY21 is due to a 5-year contract with Patriot Properties for continued town wide property revaluation as required by the Department of Revenue every five years. Department of Revenue guidelines mandate a full review and inspection of all Personal Property every 5 years. To this end, the Town needs to contract with Patriot Properties to ensure compliance with the new mandates and continued cyclical measure and list of all Real Estate properties. To pay for the added expense of maintaining both Real and Personal properties, the Board of Assessors have been asked to release \$50,000 out of the overlay to apply towards the Assessor's budget.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
PRINCIPAL ASSESSOR	104,735.81	108,433.00	110,602.00	110,602.00	112,814.00	112,814.00	2.00%	2,169.00
ADMINISTRATIVE ASSESSOR	74,044.88	74,045.00	73,684.00	73,684.00	76,537.00	76,637.00	-0.49%	(361.00)
RECORDS SUPERVISOR	52,435.77	57,300.00	60,448.00	60,448.00	61,662.00	61,662.00	5.49%	3,148.00
SENIOR ASSISTANT	34,897.56	46,944.00	49,564.00	49,564.00	52,481.00	52,481.00	5.58%	2,620.00
LONGEVITY	2,800.00	2,700.00	2,700.00	2,700.00	2,700.00	2,700.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>268,914.02</b>	<b>289,422.00</b>	<b>296,998.00</b>	<b>296,998.00</b>	<b>306,194.00</b>	<b>306,294.00</b>	<b>2.62%</b>	<b>7,576.00</b>
<b>EXPENSES</b>								
CONTRACTED SERVICES	15,000.00	83,500.00	37,000.00	37,000.00	37,000.00	37,000.00	-55.69%	(46,500.00)
OFFICE SUPPLIES	939.61	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAVEL - MILEAGE	4,922.78	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	160.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
DUES & MEMBERSHIPS	1,645.46	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>22,667.85</b>	<b>92,400.00</b>	<b>45,900.00</b>	<b>45,900.00</b>	<b>45,900.00</b>	<b>45,900.00</b>	<b>-50.32%</b>	<b>(46,500.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>291,581.87</b>	<b>381,822.00</b>	<b>342,898.00</b>	<b>342,898.00</b>	<b>352,094.00</b>	<b>352,194.00</b>	<b>-10.19%</b>	<b>(38,924.00)</b>

### Programs & Services:

The Assessor's Office offers many services such as certified abutters list, motor vehicle abatements, real estate abatements, personal property abatements, property record cards for real estate and personal property, maps, etc. The office staff regularly answers questions and assists taxpayers, real estate professionals, engineers, and attorneys.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Assessor	1.0	EXEM	110,602.00	1,600.00	112,202.00
Assistant Assessor	1.0	OPEIU	73,684.00	-	73,684.00
Records Supervisor	1.0	CWA	60,448.00	1,100.00	61,548.00
Senior Assistant	1.0	CWA	49,564.00	-	49,564.00
<b>Total Personal Services</b>	<b>4.0</b>		<b>294,298.00</b>	<b>2,700.00</b>	<b>296,998.00</b>

**Other Information:**

- The Board of Assessors has approximately 8 meetings per year.
- Annually the office processes approximately 36,000 motor vehicle bills and approximately 1,000 abatements.
- The office currently processed under 10,000 real estate and personal property bills. On average, the office processes less than 120 abatements.
- The office processes approximately 180 elderly, veteran, and blind exemptions.
- The office processes approximately 215 CPA applications.
- The assessors' office also generates abutter lists and various reports.
- The office annually mails and processes approximately 1,200 Form of List for Personal Property valuation. In addition, they also mail Chapter Land forms, and Income and Expense forms to commercial/industrial property owners.

## 145 Treasurer / Collector

### **Mission Statement:**

The mission in the Collector's Office is to provide excellent customer service to taxpayers while protecting the interests of the town through diligent collection of all taxes due. The Treasury department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with all other town departments to effectively manage cash receipts and expenses. The department is committed to ensuring compliance with State and Federal employment tax laws. We strive to maintain a reputation of integrity and excellence in everything we do.

### **Goals:**

- Customer Credit Card Information Security: Last year I began looking into security of our customer's credit card information. We were able to make some changes internally that will help to provide more security. Industry standard training is available. I am looking into providers.
- Internal Theft Prevention: The Town Manager has asked that we do everything possible to mitigate our risk for theft here in Westford. We have a strong system of checks and balances that should protect us from this kind of activity. However, I will be reviewing our internal processes with our auditors to see if there are any areas where improvements could be made.

### **Description of Changes:**

#### Personal Services

The Tax Collector-Treasurer's salary was adjusted to the top of the salary range for her position in FY20. FY21 and FY22 include a 2% COLA assumption. The budget for the Assistant Tax Collector and Assistant Treasurer includes step and COLAs as agreed to in the OPEIU contract. Senior Assistant: Step and COLA applied according to the CWA contract. The Tax Collector-Treasurer, Assistant Treasurer and Assistant Tax Collector all hit milestone years (20, 10 and 10) in FY21 and so longevity shows an increase.

#### Expenses

I have asked for a small increase in Contracted Services due to the online bill pay cart fees that the town covers. I adjusted a few of my other line items slightly to more closely reflect actual expenses.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TREASURER/COLLECTOR	102,299.09	108,707.00	110,882.00	110,882.00	113,099.00	113,099.00	2.00%	2,175.00
ASSISTANT TREASURER & ASST COLLECTOR	131,150.71	134,785.00	138,724.00	138,724.00	143,034.00	144,312.00	2.92%	3,939.00
SENIOR ASSISTANT	10,869.22	14,628.00	15,354.00	15,354.00	16,273.00	16,891.00	4.96%	726.00
ADDITIONAL COVERAGE	1,027.75	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OVERTIME	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
LONGEVITY	4,300.00	2,300.00	3,300.00	3,300.00	3,300.00	3,300.00	43.48%	1,000.00
<b>CATEGORY TOTAL</b>	<b>249,646.77</b>	<b>261,570.00</b>	<b>269,410.00</b>	<b>269,410.00</b>	<b>276,856.00</b>	<b>278,752.00</b>	<b>3.00%</b>	<b>7,840.00</b>
<b>EXPENSES</b>								
LEGAL SERVICES - TAX TITLE	11,834.06	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
CONTRACTED SERVICES	3,378.00	3,800.00	4,000.00	4,000.00	4,000.00	4,000.00	5.26%	200.00
POSTAGE	20,995.90	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%	-
PRINTING SERVICES	4,983.80	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
OFFICE SUPPLIES	1,192.98	1,200.00	1,250.00	1,250.00	1,200.00	1,200.00	4.17%	50.00
TRAVEL - MILEAGE	-	125.00	75.00	75.00	75.00	75.00	-40.00%	(50.00)
MEETINGS & CONFERENCES	-	500.00	350.00	350.00	400.00	400.00	-30.00%	(150.00)
DUES AND MEMBERSHIPS	100.00	180.00	100.00	100.00	180.00	180.00	-44.44%	(80.00)
PUBLIC EMPLOYEE BOND	1,200.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>43,684.74</b>	<b>45,305.00</b>	<b>45,275.00</b>	<b>45,275.00</b>	<b>45,355.00</b>	<b>45,355.00</b>	<b>-0.07%</b>	<b>(30.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>293,331.51</b>	<b>306,875.00</b>	<b>314,685.00</b>	<b>314,685.00</b>	<b>322,211.00</b>	<b>324,107.00</b>	<b>2.55%</b>	<b>7,810.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	110,882.00	850.00	111,732.00
Assistant Treasurer	1.0	OPEIU	78,470.00	1,600.00	80,070.00
Assistant Collector	1.0	OPEIU	60,254.00	850.00	61,104.00
Senior Assistant	0.3	CWA	15,354.00	-	15,354.00
Additional Coverage	0.1		1,000.00		1,000.00
Overtime			150.00		150.00
<b>Total Personal Services</b>	<b>3.4</b>		<b>266,110.00</b>	<b>3,300.00</b>	<b>269,410.00</b>

**Programs & Services:****Collector's Functions:**

- 1.3 Full Time Employees perform this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.
- Properly balances and accounts for each tax payment, abatement, and refund.
- The tax office provides customer support to taxpayers, attorney's offices, tax service companies and mortgage companies.
- They also prove & record the cash and check turnovers for all town and school departmental receipts.

**Treasurer's Office Functions:**

- 1 Full Time Employee performs this work and also assists in with tax collections as needed.
- Provides support to all town & school departments through payroll and vendor warrant processing.
- Responsible for filing returns and paying all payroll tax obligations weekly.
- Distributing banking information to departments, handling voids and reissues.
- Processing W-2s and other quarter end and year end reports as needed.

**Programs & Services:**

**Collections:** Westford's tax collections remained excellent in FY19. The uncollected balance was 1.1% at year end. This is a slight increase over recent years where our uncollected balance held steady at 1%. The uncollected balances are made up of mostly residential tax payers, but three commercial customers and two developers accounted for over 40% of the amount due. Uncollected balances continue to be pursued. Any FY19 balances remaining uncollected by June of 2020 will have a lien placed on the property. All taxes are eventually collected. In rare instances when taxes are not paid, the property for which the tax is owed will be foreclosed. Once foreclosed, the town's Tax Possession Sales Committee will handle the sale of the property to recoup taxes and costs.

**Tax Liens:** Tax Titles, which increased from FY17 to FY18, settled back to a more average balance at the end of FY19. You can see the 5-year history in the detail page attached. I have six parcels going through the foreclosure process currently. I will be selecting five to ten more to begin foreclosure during FY20.

The number of tax deferred accounts increased from 11 in FY17, to 17 in FY18, and in FY19 we had 19. The increase is due to a public awareness effort to help low income seniors stay in their homes. Deferred taxes must be paid when a property is sold. While the qualifying senior citizen is living, the interest is zero percent. After death the interest rate rises to 16%, the same rate as tax title.

**Other Information:**

<b>Tax Collector-Treasurer</b>					
<b>RE Tax Collection Snap Shot on June 30th of the FY</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Committed	76,749,569	73,535,590	70,877,598	68,735,311	66,260,594
Abated	(379,652)	(470,111)	(237,952)	(264,087)	(366,113)
Collected in FY	(75,301,354)	(72,455,209)	(69,961,487)	(67,884,683)	(65,222,678)
Moved to Tax Lien	(224,842)	(192,517)	(214,356)	(147,140)	(127,549)
Balance due on June 30th	843,720	417,753	463,803	439,401	544,253
<b>Percent Uncollected</b>	<b>1.10%</b>	<b>0.57%</b>	<b>0.65%</b>	<b>0.64%</b>	<b>0.82%</b>
The FY19 tax balance is higher than our historical unpaid balance. The total due is down to \$526K as of November 2019. Three Commercial owners and two developers make up over 40% of the balance due. Collection efforts continue. Liens on unpaid FY19 RE balances will be filed in June 2020.					

<b>Tax Liens on June 30th</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Tax Titles	612,321	722,898	571,480	701,502	652,397
Tax Deferral	361,280	311,457	221,077	278,886	237,962
Total Tax Liens	973,601	1,034,355	792,557	980,388	890,359
% of Current Yr Committed	0.013	0.014	0.011	0.014	0.013
Accounts in Tax Title	35	48	44	47	39
Accounts in Deferral	19	17	10	11	11
There are six properties in process for foreclosure.					

**151 Legal Services****Mission Statement:**

To protect the Town's best interests regarding legal matters.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
LEGAL SERVICES - TOWN COUNSEL	126,789.07	160,000.00	160,000.00	140,000.00	140,000.00	140,000.00	-12.50%	(20,000.00)
LEGAL SERVICES - LABOR COUNSEL	19,956.55	30,000.00	30,000.00	20,000.00	20,000.00	20,000.00	-33.33%	(10,000.00)
LEGAL SERVICES - SPECIAL COUNSEL	-							-
ENCUMBRANCES	2,180.00							-
<b>CATEGORY TOTAL</b>	<b>148,925.62</b>	<b>190,000.00</b>	<b>190,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>-15.79%</b>	<b>(30,000.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>148,925.62</b>	<b>190,000.00</b>	<b>190,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>-15.79%</b>	<b>(30,000.00)</b>

**Description of Changes:**

The FY21 Legal Services Town Counsel budget was reduced by \$20,000 in FY21 based on FY19 actual expenses. Also, we are recommending that the Labor Counsel budget be decreased by \$10,000 in FY21. As of December 2019, four of the six town union contracts have been settled through FY22. The town is still in negotiations with the Westford Public Works Association (WPWA) and will be starting negotiations with the International Association of Fire Fighters (IAFF) in the coming months, as their current contract expires June 30, 2020. Most of the union negotiations are performed without the use of labor counsel, but there may be legal services required periodically throughout the negotiations process.

## 152 Human Resources

### Mission Statement:

- To recruit, retain and service a valued workforce that supports the mission, vision and values of the town.
- To contribute to the bottom line of the town by controlling costs through sound auditing practices, bidding of the benefits plans and HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

### Goals:

- Work with School Human Resources, Finance, and Accounting on benefit deduction processes.
- Continue to improve on the benefits withholding process with Accounting, Finance and IT.

### Description of Changes:

The FY21 budget is level funded with the exception of salary increases, Dues and Memberships for increased fees, and a slight increase to the Program & Activities line item to reflect FY19 actual costs.

### Programs & Services:

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations.

The Human Resources office provides guidance and support for the Town's personnel infrastructure and benefits for over 1,200 employees and 560 plus retirees. The span of the Human Resources Department is extensive with managing all areas of subscriber enrollments, most are in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, FMLA leaves, worker's compensation and 111F administration (Police & Fire Accident Insurance), recruitment process, retirements, auditing and reconciling benefit bills in excess of \$16 million, turnovers, HRIS changes, accruals, and processing PAFs (Personnel Action Forms).

Some of the areas the department is responsible for include:

- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Onboarding process
- Secure, coordinate and administer the benefits for over 3,000 subscribers to the health, dental, life, voluntary long-term disability, voluntary short-term disability, voluntary life insurance, and vision plans.
- ADA compliance as it relates to employment issues
- Coordinate military payments
- Staff development
- Evaluations
- Discipline
- Employee absences (illness, vacation, personal, authorized leaves)
- FMLA
- First Report of Injury
- Workers compensation
- Disability
- Terminations
- Workers' compensation reporting for town & school, federal reporting and surveys
- Federal labor census, surveys, market basket salary surveys
- Retirement in conjunction with the Middlesex Retirement System & PERAC
- Flexible & premium spending accounts (Section 125)
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment, including moving the group for carrier changes
- Self-pay and COBRA payments
- Police & fire accident insurance (111F)
- HURD reporting
- HR website
- Medicare Part "D" reporting
- Medicare penalty payments
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills in excess of \$16 million
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and 560 retirees.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
HUMAN RESOURCES DIRECTOR	109,025.30	112,874.00	115,132.00	115,132.00	117,435.00	117,435.00	2.00%	2,258.00
BENEFITS COORDINATOR	64,525.78	67,317.00	68,396.00	68,396.00	69,766.00	69,766.00	1.60%	1,079.00
ADMINISTRATIVE ASSISTANT	42,809.02	44,658.00	45,375.00	45,375.00	46,289.00	46,289.00	1.61%	717.00
LONGEVITY	2,437.00	2,687.00	3,267.00	3,267.00	3,267.00	3,267.00	21.59%	580.00
<b>CATEGORY TOTAL</b>	<b>218,797.10</b>	<b>227,536.00</b>	<b>232,170.00</b>	<b>232,170.00</b>	<b>236,757.00</b>	<b>236,757.00</b>	<b>2.04%</b>	<b>4,634.00</b>
<b>EXPENSES</b>								
PRE-EMPLOY MEDICAL EXAM	6,046.90	5,300.00	6,000.00	6,000.00	6,000.00	6,000.00	13.21%	700.00
OTHER CONTRACTED SERVICES	1,000.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
LEGAL ADVERTISING	3,305.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
OFFICE SUPPLIES	1,333.98	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
PROGRAMS & ACTIVITIES	2,902.92	2,800.00	3,000.00	3,000.00	3,000.00	3,000.00	7.14%	200.00
PROFESSIONAL DEVELOPMENT	2,114.62	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	-	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
DUES & MEMBERSHIPS	1,284.00	1,245.00	1,284.00	1,284.00	1,284.00	1,284.00	3.13%	39.00
ENCUMBRANCES	549.09							-
<b>CATEGORY TOTAL</b>	<b>18,536.51</b>	<b>21,145.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>22,384.00</b>	<b>5.86%</b>	<b>1,239.00</b>
<b>COMPENSATION RESERVE</b>	<b>13,647.12</b>	<b>500,000.00</b>	<b>400,000.00</b>	<b>350,000.00</b>	<b>600,000.00</b>	<b>1,000,000.00</b>	<b>-20.00%</b>	<b>(100,000.00)</b>
<b>TRANSFERS OUT</b>		<b>(275,490.00)</b>					<b>-100.00%</b>	<b>275,490.00</b>
<b>DEPARTMENT TOTAL</b>	<b>250,980.73</b>	<b>473,191.00</b>	<b>654,554.00</b>	<b>604,554.00</b>	<b>859,141.00</b>	<b>1,259,141.00</b>	<b>38.33%</b>	<b>181,363.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Human Resources Director	1.0	EXEM	115,132.00	1,100.00	116,232.00
Benefits Coordinator	1.0	NON	68,396.00	1,100.00	69,496.00
Administrative Assistant	0.7	NON	45,375.00	1,067.00	46,442.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>228,903.00</b>	<b>3,267.00</b>	<b>232,170.00</b>

**Health Insurance:**

The Town consults with Gallagher Benefit Insurance Services (formerly Group Benefit Strategies (GBS)) to secure the health insurance. The Town renewed the health insurance coverage with Blue Cross Blue Shield for the period of November 1, 2019 through October 31, 2020 with a 7.9% premium increase for active plans and 1.5% for the Medicare supplemental plan. This included a .5% premium reduction for bundling the health and voluntary dental plans.

As of June 2019, there were 459 retirees on Medex (Medicare supplemental insurance), 85 retirees on active health insurance plans who were not yet eligible for Medex, and 586 of over 1,200 employees who are actively insured on these plans. The Town insured approximately 57% of town and school employees who were benefit eligible.

The Town's OPEB (Other Post-Employment Benefits) trust fund balance in June of 2019 was \$5,985,052.

**Voluntary Ancillary Lines of Coverage Renewal:**

The Town awarded the voluntary insurance coverage to AXA Insurance, a Blue Cross Blue Shield subsidiary, for the Long-Term Disability, Short-Term Disability, Voluntary Life, Town Life, and Retiree Life at 0% increase for the period of November 1, 2019 through October 31, 2020. The Accident Insurance and Metlife Vision (VSP) renewed at a rate hold.

**155 Technology****Mission Statement:**

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Westford's technology systems and maintaining the highest level of reliable service to the community. Within the Schools to also work with the Digital Learning Director to provide platforms supporting the changes to the curriculum and lesson delivery.

**Goals:**

- Continue the transformation of the Schools technology infrastructure to support their digital learning strategy
- Support roll out of One-to-World program at WA
- Complete migration of all buildings to the new telephone platform
- Continue implementation of information security programs in all departments

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TECHNOLOGY DIRECTOR	117,835.20	122,997.00	125,457.00	125,457.00	127,966.00	127,966.00	2.00%	2,460.00
GIS COORDINATOR	78,235.04	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
IT TECHNICIAN	78,235.03	80,973.00	82,592.00	82,592.00	84,244.00	84,244.00	2.00%	1,619.00
APPLICATIONS MANAGER	87,626.24	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
OPERATIONS ADMINISTRATOR	69,587.23	72,578.00	73,747.00	73,747.00	75,222.00	75,222.00	1.61%	1,169.00
LONGEVITY	2,050.00	2,650.00	3,150.00	3,150.00	4,000.00	4,000.00	18.87%	500.00
<b>CATEGORY TOTAL</b>	<b>433,568.74</b>	<b>450,864.00</b>	<b>460,045.00</b>	<b>460,045.00</b>	<b>470,033.00</b>	<b>470,033.00</b>	<b>2.04%</b>	<b>9,181.00</b>

		FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	6,157.82	8,000.00	7,000.00	7,000.00	7,140.00	7,283.00	-12.50%	(1,000.00)
NATURAL GAS	647.63	1,000.00	1,000.00	1,000.00	1,020.00	1,041.00	0.00%	-
WATER	443.87	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
BUILDING MAINTENANCE	2,566.78	3,000.00	5,000.00	3,000.00	5,100.00	5,202.00	0.00%	-
COPIER MACHINE LEASE	2,052.36	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
NETWORK SUPPORT	4,504.00	28,200.00	34,000.00	34,000.00	34,780.00	35,576.00	20.57%	5,800.00
DATA COMMUNICATIONS SERVICE	6,252.44	8,270.00	6,750.00	6,750.00	6,885.00	7,861.00	-18.38%	(1,520.00)
PRINTER SUPPORT	7,387.35	300.00	500.00	500.00	510.00	520.00	66.67%	200.00
WORKSTATION SUPPORT	42,263.00	22,500.00	22,910.00	22,910.00	25,000.00	25,000.00	1.82%	410.00
SERVER SUPPORT	83,732.14	72,000.00	58,940.00	58,940.00	61,618.00	62,438.00	-18.14%	(13,060.00)
TRAINING & DEVELOPMENT	2,171.00	3,000.00	2,828.00	2,828.00	3,181.00	3,234.00	-5.73%	(172.00)
MUNIS SOFTWARE SUPPORT	60,300.71	65,363.00	64,000.00	64,000.00	65,280.00	66,586.00	-2.09%	(1,363.00)
CONTRACTED SERVICES	204,975.78	195,620.00	242,700.00	232,700.00	246,130.00	250,629.00	18.96%	37,080.00
CONSULTING SERVICES	-	5,400.00	7,452.00	7,452.00	5,454.00	5,452.00	38.00%	2,052.00
TELEPHONE	31,125.33	40,100.00	41,500.00	41,500.00	36,930.00	33,369.00	3.49%	1,400.00
CELLULAR PHONES / MOBILE DATA	70,006.74	68,800.00	74,950.00	74,950.00	76,449.00	77,978.00	8.94%	6,150.00
OFFICE SUPPLIES	31,590.73	39,900.00	38,000.00	38,000.00	38,760.00	39,535.00	-4.76%	(1,900.00)
NETWORK HARDWARE	627.01	1,800.00	2,000.00	2,000.00	2,040.00	2,081.00	11.11%	200.00
SERVER HARDWARE	953.28	2,200.00	4,000.00	4,000.00	4,080.00	4,162.00	81.82%	1,800.00
WORKSTATION HARDWARE	6,553.13	2,200.00	3,000.00	3,000.00	3,060.00	3,121.00	36.36%	800.00
TOWN COMPUTERS		15,000.00					-100.00%	(15,000.00)
SCHOOL COMPUTERS		102,000.00					-100.00%	(102,000.00)
MILEAGE	2,275.63	2,200.00	2,640.00	2,640.00	2,693.00	2,747.00	20.00%	440.00
MEETINGS & CONFERENCES	100.00	200.00	100.00	100.00	102.00	104.00	-50.00%	(100.00)
BILL OF PRIOR YEAR	-							-
ENCUMBRANCES	3,840.19							-
<b>CATEGORY TOTAL</b>	<b>570,526.92</b>	<b>689,153.00</b>	<b>621,770.00</b>	<b>609,770.00</b>	<b>628,762.00</b>	<b>636,520.00</b>	<b>-11.52%</b>	<b>(79,383.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,004,095.66</b>	<b>1,140,017.00</b>	<b>1,081,815.00</b>	<b>1,069,815.00</b>	<b>1,098,795.00</b>	<b>1,106,553.00</b>	<b>-6.16%</b>	<b>(70,202.00)</b>

### Description of Changes:

The FY21 budget contains allowances for inflation, adjustments to realign projections versus actuals, and the following significant changes.

1. The costs from the new Exchange mail server are finalized with better visibility of support charges (budget decreased) but inclusion of additional backup/restore capabilities (budget increased).  
**\*\* Impact on 530490 – Server Support (decreased)**
2. The progressive replacement of the town and school telephone system will increase our network maintenance costs (the existing systems are either unsupported or unsupported). Some of this will be cross-charged to the Schools.  
**\*\* Impact on 530400 – Network Support (increased)**

3. MUNIS charges have been estimated slightly higher because of the decision to switch to the new utility billing module. Some of this will be cross charged to the Water Department.  
**\*\* Impact on 530850 – MUNIS support (increased)**
4. The contract with American Alarm has been increased as we continue to add cameras and even new buildings to the agreement.  
**\*\* Impact on 530920 – Contract Services (increased)**
5. Entering FY20 we switched our reverse 9-1-1 supplier from CodeRED to Rave (aka Smart911). Initially this is a lower cost for the basic service, but we plan to implement additional services to improve data available to dispatchers which will bring the overall cost up slightly.  
**\*\* Impact on 530920 – Contract Services (increased)**
6. Added money set aside for unplanned upgrades or replacements. Sometimes we are forced into unexpected upgrades or replacement of departmental applications (such as Zoll for the ambulances, the fingerprinting app for the Police, alarm systems for Dispatch, the emergency relocation of FirstClass, a security related DMS upgrade, electronic voting at Town Meeting, and so on).  
**\*\* Impact on 530920 – Contracted Services (increased)**
7. Continued transition from copper phone lines to fiber based or PRI. The new phone system will give us much more capacity for incoming/outgoing calls but in order to get resilience we will need multiple connections, resulting in higher costs, most of which will be cross charged to the Schools.  
**\*\* Impact on 534020 – Telephones (increased)**

## Programs and Services Provided by the Technology Department

### Networks (Wired and Wireless)

- Municipal Network (WAN)
  - Maintain existing infrastructure
  - Plan and execute upgrades/updates
  - Monitor performance
  - Plan for recovery in the event of failures
- Building Networks (LANs)
  - Maintain existing infrastructure
  - Plan and execute upgrades and changes
- Internet Connection
  - Maintain various interconnects
  - Balance traffic for performance and to meet service levels

### Workstations (End User Devices)

- Provide variety of devices depending on functions required
- Support devices (remote support and onsite)
- Manage asset inventory

### Servers

- Provide fast, stable server environment for locally hosted applications.
- Manage storage capacity to accommodate growth
- Manage data backups and establish recovery procedures
- Manage the data centers

### Telephony

- Manage the centralized VoIP telephone system

- Support existing telephone installations and assist with replacements
- Manage all town & school mobile phones
  - Billing recharge for Schools and Water Dept

### Software

- Version management and updates for centralized software
- Cross-billing to Schools and Water Dept for application support charges
- Administer the town and schools Email systems
- Perform the lead role in maintaining the town website
- Lead projects to replace, upgrade or re-write software applications
- Develop custom web-based applications and utilities
- Provide reporting and data analysis tools
- Configure applications to meet local requirements

### GIS

- Maintain the data in the town GIS system
- Create specialized maps for departments when needed
- Maintain the online mapping applications and published maps
- Assist with the integration of GIS into town departments to improve services or efficiency
- Assist with GIS information used for Stormwater

### Security/Administration

- Establish and promote information security standards for the town and schools
- Educate staff on cyber security and conduct periodic testing

- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Oversee the centralized door access control systems and video recording systems
- Identify and promote technology changes which would improve services or increase efficiency in town departments

## General

Here are the metrics for the fiscal year 2019 (shown with prior years for comparison).

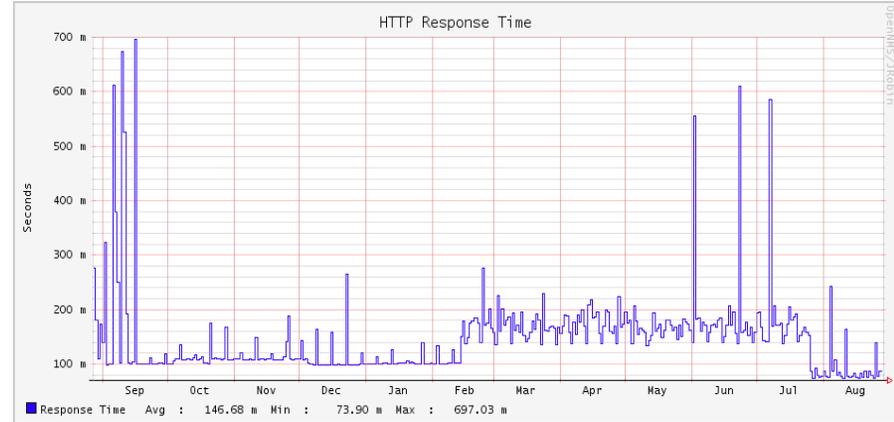
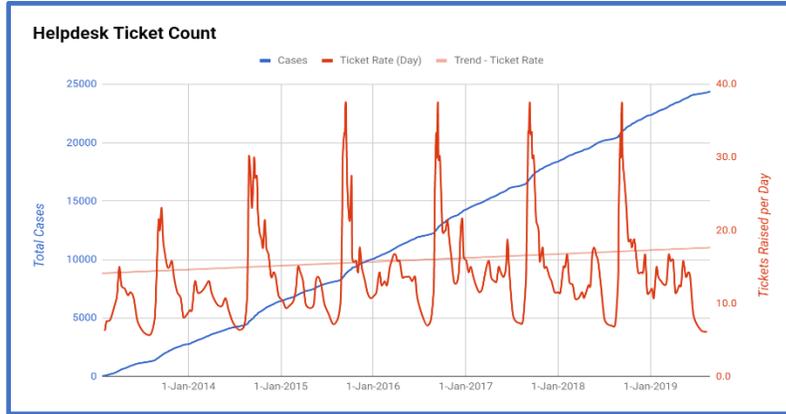
## Helpdesk

The system provides a web-based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

Month	2013 Tickets	2014 Tickets	2015 Tickets	2016 Tickets	2017 Tickets	2018 Tickets	2019 Tickets
January	64	269	258	320	348	336	354
February	146	228	204	286	225	275	249
March	250	296	348	373	354	237	342
April	282	217	188	344	259	247	283
May	268	228	280	300	368	425	333
June	162	188	241	274	364	255	227
July	104	129	166	147	110	129	119
August	257	368	244	346	380	362	226*
September	451	638	717	664	701	636	
October	375	496	387	430	394	425	
November	234	302	333	297	340	338	
December	188	283	223	421	258	241	
	<b>2,781</b>	<b>3,642</b>	<b>3,598</b>	<b>4,202</b>	<b>4,101</b>	<b>3,895</b>	

\*Partial Month

Looking at the rate at which tickets are created it is very obvious that a major spike occurs in September when the schools return at the beginning of each academic year. This is to be expected because virtually all upgrades and reorganizations in the schools take place during the vacation and the staff are not on site to test things before the beginning of term.



### Website Performance

As well as our own internal monitoring system we use an external service to monitor several key IT systems. Presented here are the figures for the Town’s website westfordma.gov, which changed to a new platform towards the end of 2016.

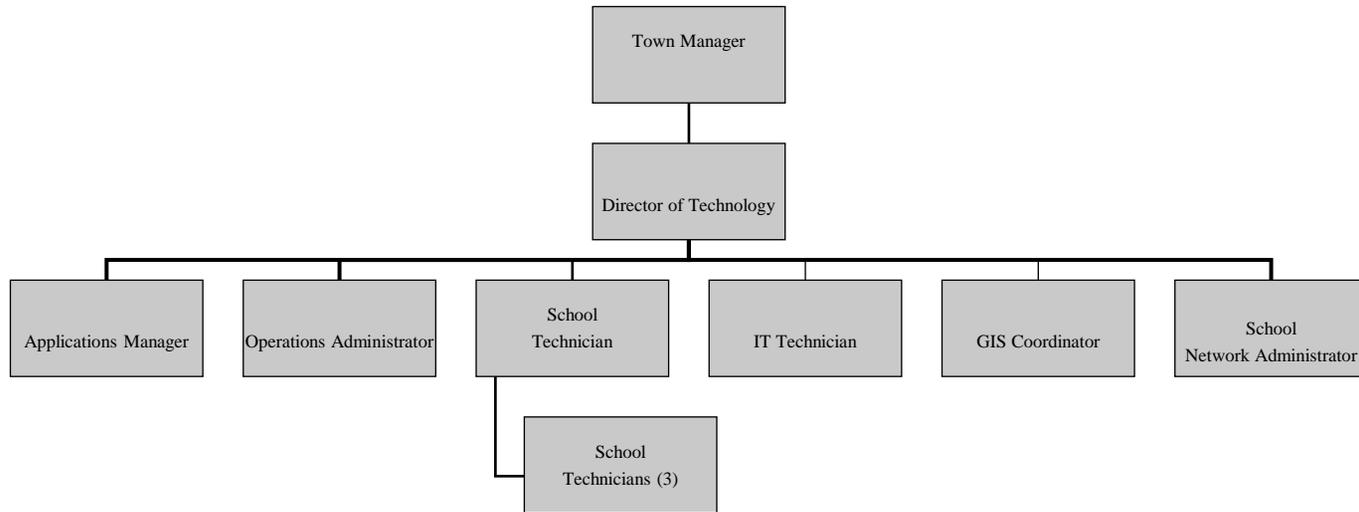
### Response Times

The time taken to respond to a request for the town home page as measured from inside our network.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	125,457.00	600.00	126,057.00
GIS Coordinator	1.0	OPEIU	82,592.00	850.00	83,442.00
IT Technician	1.0	OPEIU	82,592.00	600.00	83,192.00
Applications Manager	1.0	OPEIU	92,507.00		92,507.00
Operations Administrator	1.0	OPEIU	73,747.00	1,100.00	74,847.00
<b>Total Personal Services</b>	<b>5.0</b>		<b>456,895.00</b>	<b>3,150.00</b>	<b>460,045.00</b>

**Technology 2021**



## 161 Town Clerk

### Mission Statement:

The Town Clerk's Office is committed to excellent customer service, responsible management of elections, stewardship of the Town's archives, and upholding the principles of open government by constantly improving access to the town's public records and information resources for Town residents.

### Goals:

- Continued implementation of records management program goals.
- Continued work on improving the Town's online document management system (DMS).
- Prepare for the Federal 2020 census.
- Continue streamlining election related duties, particularly with early voting becoming increasingly popular, which requires additional staff time from town clerk personnel and election officers.

### Description of Changes:

#### PERSONAL SERVICES

**Records Supervisor:** The Records Supervisor position has changed with both personnel and funding. The Town Clerk's budget now funds the position in entirety.

**Election Worker** and **Registrar** line items fluctuate from year to year with state primaries and elections. FY21 will have the State Primary in September, the Presidential Election in November and the town election in May. There will be early voting for the state primary and the Presidential election. This will result in significant costs of paying election workers and overtime for town clerk personnel.

#### EXPENSES

While preservation of records is of huge concern and a priority, memberships on two of the archive groups are not being sought at this time but could be in the future. Memberships to the Massachusetts Town Clerks Association, New England Town Clerks Association and the Middlesex County City & Town Clerks Association is considered an essential learning tool and would be valuable to both the Town Clerk and the Assistant Town Clerk as well as the new Records Supervisor. While every effort is made to keep Early Voting expenses to a minimum, there is still added costs associated with this state mandated program. As it gains in popularity, there will be more election workers needed to fulfill this obligation and

keep it running smoothly. The expense of the Presidential Election will be significant due to the need for added election workers to help with the volume and staff overtime compensation.

**Programs & Services:**

The Town Clerk's Office is charged with fulfilling many other state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration and voter data management; Town Meeting action management; Board and Committee data management, including ethics, open meeting law, and campaign finance report tracking; dog licensing; business certificate management; and flammable storage registration. The Assistant Town Clerk also services the Selectmen's office in the management of Selectmen's annual licenses, relating to alcohol, common victualler, innkeeper, automobile and automatic amusement licenses as well as Boards and Committees. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers, white-goods stickers, trail maps and Roudenbush maps, assisting with the purchase of recycling totes, processing parking and other fines as well as fielding trash and recycling as well as other town-related calls.

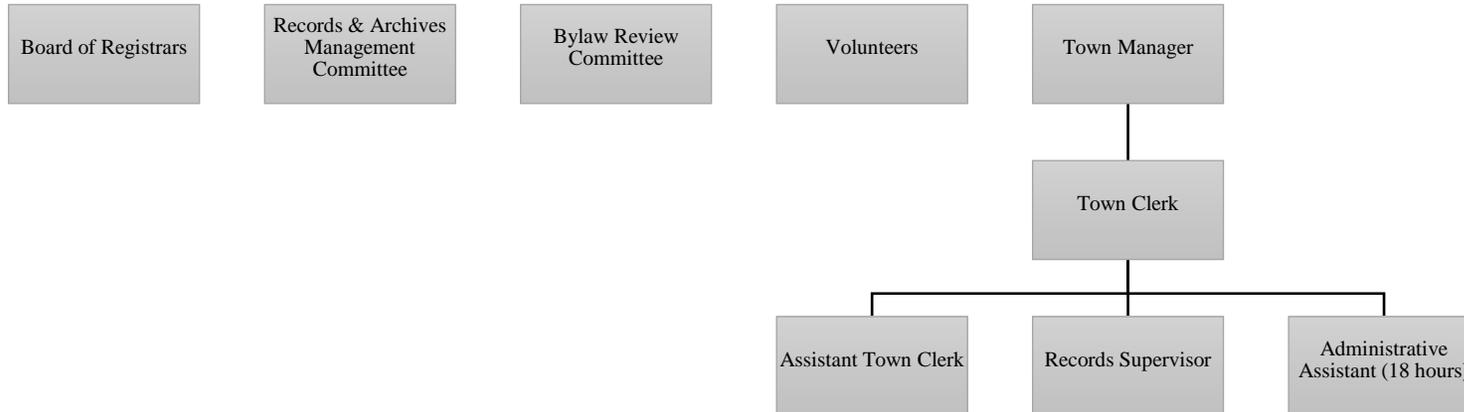
Birth, death, and burial permit records are now processed entirely online. This centralized system increases overall efficiency of managing the recording of these events. This brings with it a higher expectation for quicker turnaround of certified copies, but online requests allow us to balance our flow of work around the counter, phones and statutory obligations.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN CLERK	84,894.66	87,892.00	89,650.00	89,650.00	91,443.00	91,443.00	2.00%	1,758.00
ASST TOWN CLERK	66,722.25	72,165.00	75,159.00	75,159.00	79,734.00	79,734.00	4.15%	2,994.00
RECORDS SUPERVISOR	30,736.11	51,461.00	47,794.00	47,794.00	50,641.00	52,604.00	-7.13%	(3,667.00)
ADMINISTRATIVE ASSISTANT	25,169.04	25,785.00	26,302.00	26,302.00	26,828.00	26,828.00	2.01%	517.00
ELECTION WORKERS	21,476.50	22,439.00	33,550.00	33,550.00	13,402.00	30,534.00	49.52%	11,111.00
REGISTRARS	5,314.62	3,099.00	4,181.00	4,181.00	2,725.00	3,703.00	34.91%	1,082.00
LONGEVITY	3,958.00	4,708.00	3,108.00	3,108.00	3,108.00	3,228.00	-33.98%	(1,600.00)
<b>CATEGORY TOTAL</b>	<b>238,271.18</b>	<b>267,549.00</b>	<b>279,744.00</b>	<b>279,744.00</b>	<b>267,881.00</b>	<b>288,074.00</b>	<b>4.56%</b>	<b>12,195.00</b>
<b>EXPENSES</b>								
POSTAGE	3,494.23	4,000.00	5,000.00	4,000.00	5,000.00	5,000.00	0.00%	-
ADVERTISING-LEGAL	460.56	600.00	600.00	600.00	600.00	600.00	0.00%	-
PRINTING SERVICES	5,769.06	4,700.00	5,000.00	5,000.00	5,000.00	5,000.00	6.38%	300.00
RECORDS PRESERVATION	181.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
OFFICE SUPPLIES	517.00	600.00	600.00	500.00	600.00	600.00	-16.67%	(100.00)
ELECTION RELATED SUPPIES & SERVICES	9,095.30	8,725.00	10,250.00	10,250.00	7,900.00	7,900.00	17.48%	1,525.00
TRAVEL - MILEAGE	969.50	700.00	1,100.00	1,000.00	900.00	1,000.00	42.86%	300.00
MEETINGS & CONFERENCES	465.00	1,650.00	1,130.00	1,130.00	1,750.00	1,750.00	-31.52%	(520.00)
DUES & MEMBERSHIPS	425.50	505.00	579.00	500.00	579.00	579.00	-0.99%	(5.00)
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>21,377.15</b>	<b>21,680.00</b>	<b>24,459.00</b>	<b>23,180.00</b>	<b>22,529.00</b>	<b>22,629.00</b>	<b>6.92%</b>	<b>1,500.00</b>
<b>DEPARTMENT TOTAL</b>	<b>259,648.33</b>	<b>289,229.00</b>	<b>304,203.00</b>	<b>302,924.00</b>	<b>290,410.00</b>	<b>310,703.00</b>	<b>4.74%</b>	<b>13,695.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	89,650.00	1,600.00	91,250.00
Assistant Town Clerk	1.0	OPEIU	75,159.00	1,100.00	76,259.00
Records Supervisor	1.0	CWA	47,794.00	-	47,794.00
Administrative Assistant	0.5	CWA	26,302.00	408.00	26,710.00
Election Workers			33,550.00		33,550.00
Registrars			4,181.00		4,181.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>276,636.00</b>	<b>3,108.00</b>	<b>279,744.00</b>

**Town Clerk 2021**



**Other Metrics:**

Below is a sampling of services in volume over the last five years.

**At the Counter**

The Town Clerk's Office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

<b>Item</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>Notes</b>
Bulk Stickers	2,478	3,193	3,127	4,071	2,610	
Business Certificates	138	119	100	149	79	
Dog licenses	2,075	2,188	2,054	2,270	2,528	Calendar year
Flammable Storage Registration	36	34	34	37	37	Calendar Year
Marriage Licenses	68	74	62	66	29	
Notarizations	469	743	714	545	593	
Raffle Permits	7	8	8	6	6	
Certified Copies of Vital Records	1,117	1,276	1,398	1,364	989	

### Selectmen's Annual Licensing

The Town Clerk's office provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

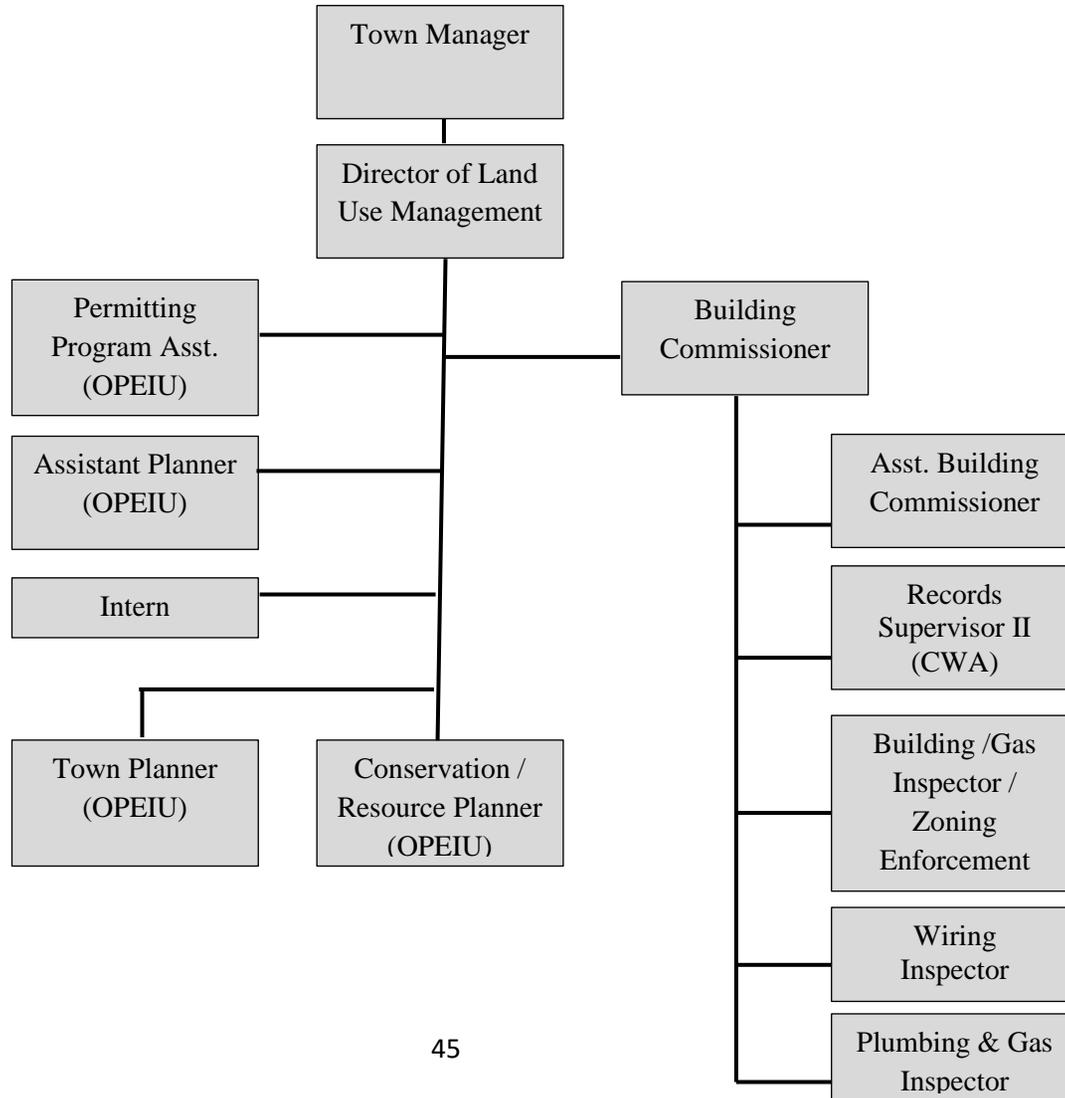
	2015	2016	2017	2018	2019
<b>All Alcohol Club</b>	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2
<b>All Alcohol Restaurant</b>	18	18	18	18	18
<b>Beer &amp; Wine Package Store</b>	4	4	4	5	5
<b>Beer &amp; Wine Restaurant</b>	4	4	4	5	5
<b>Common Victualler</b>	53	54	56	55	54
<b>Automatic Amusement</b>	95	126	126	126	136
<b>Class I New Car</b>	1	1	1	1	1
<b>Class II Used Car</b>	10	8	9	9	10
<b>Class III Junk Car</b>	1	1	1	1	0

### RECORDS & ARCHIVES MANAGEMENT

Great progress has been made in working through a considerable backlog of Planning and Zoning files needing organization and digitization thanks to a Community Preservation Grant.

170 Permitting

**Land Use Management Department 2021**



**Summary:**

The Department of Land Use Management (Department) includes Building, Conservation, Planning and Zoning which is overseen by the Director of Land Use Management (DLUM), who is one of the primary points of contact for residents, prospective residents, developers and new businesses. Staff provides support to several land use boards and commissions (Boards) including, but not limited to, Conservation Commission, Planning Board, Zoning Board of Appeals and Master Plan. These Boards review the various land use applications according to their respective jurisdictions. The Department is also responsible for enforcing the General Bylaw (including the Non-Zoning Wetlands Bylaw), the Zoning Bylaw, Building Code and administration of the Wetlands Protection Act. Staff participates in several public-private regional efforts such as the 495 MetroWest Partnership, CrossTown Connect, Northern Middlesex Council of Governments (NMCOG) and Middlesex 3. The Department works closely with Town Counsel on matters related to land use applications, appeals, land acquisition and zoning enforcement. The Department provides a variety of support to the Town Manager and the Select Board on an as-needed basis.

Additionally, staff may participate in or provide additional support to several committees including the Economic Development Committee, Affordable Housing Committee and Affordable Housing Trust Committee. Staff also supports the efforts of the Housing Production Plan, Healthy Westford, Healthy Lakes and Ponds and miscellaneous task forces. The Department manages and tracks a variety of financial accounts such as the

Affordable Housing Trust Fund, Developer Performance Bonds and Escrows, Peer Review Escrow accounts, development mitigation accounts and Conservation, Planning and Zoning permitting fees.

#### Goals for FY 2021:

1. Continue working to provide more straightforward guidance on how to better navigate the permitting process by:
  - a. Updating application forms and submittal requirements;
  - b. Providing a mechanism for prospective applicants to request Determinations on the Town's website;
  - c. Developing a comprehensive list of Frequently Asked Questions about Permitting and providing answers on the Town's website; and
  - d. Encouraging Pre-Application Meetings and providing means for requesting same on the website.
2. Continue to train and cross-train Staff to ensure that accurate information is consistently provided.
3. Continue to increase transparency of Boards by making information more readily available to the public.
4. Improve tracking and enforcement of land use matters (including zoning enforcement, monitoring conditions of approval, and management of Town-owned conservation land).
5. Implement strategic amendments to Planning Board Subdivision Rules & Regulations, Zoning Bylaw and Wetland Bylaw Rules and Regulations to improve permitting process.

#### Summary of Land Use Boards Supported by Department

Fiscal Year	Conservation Commission	Planning Board		Zoning Board of Appeals		Totals
	Applications	Applications	Administrative	Applications	Administrative	
<b>FY 2011</b>	<b>60</b>	<b>34</b>		<b>34</b>		<b>128</b>
<b>FY 2012</b>	<b>69</b>	<b>51</b>		<b>37</b>		<b>157</b>
<b>FY 2013</b>	<b>47</b>	<b>52</b>		<b>52</b>		<b>151</b>
<b>FY 2014</b>	<b>48</b>	<b>40</b>	6	<b>50</b>	8	<b>138 (14)*</b>
<b>FY 2015</b>	<b>41</b>	<b>49</b>	11	<b>37</b>	6	<b>127 (17)*</b>
<b>FY 2016</b>	<b>84</b>	<b>35</b>	20	<b>72</b>	6	<b>191 (26)*</b>
<b>FY 2017</b>	<b>80</b>	<b>32</b>	7	<b>40</b>	15	<b>152 (22)*</b>
<b>FY 2018</b>	<b>58</b>	<b>28</b>	22	<b>48</b>	13	<b>134 (35)*</b>
<b>FY 2019</b>	<b>51</b>	<b>31</b>	8	<b>58</b>	0	<b>140 (8)*</b>

*Note – A concerted effort has been made since FY15 to use the least onerous and most efficient permitting mechanism to secure requested approvals from land use boards. While this can result in an apparent decrease in the number of formal applications, it may increase the number of requests for Administrative Approvals (actions by Boards not requiring a public hearing process) as shown above.*

*\*Denotes Administrative Approvals*

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ASSISTANT PLANNER	42,026.61	68,811.00	71,943.00	71,943.00	75,216.00	77,098.00	4.55%	3,132.00
DIRECTOR LAND USE MANAGEMENT	108,706.50	113,544.00	115,815.00	115,815.00	118,132.00	118,132.00	2.00%	2,271.00
PERMITTING PROGRAM ASST	66,009.66	69,855.00	73,747.00	73,747.00	75,222.00	75,222.00	5.57%	3,892.00
OTHER SUPPORT STAFF	877.50	7,875.00	7,875.00	3,000.00	7,875.00	7,875.00	-61.90%	(4,875.00)
SCHEDULED OVERTIME	152.86							-
LONGEVITY	600.00	600.00	1,200.00	1,200.00	1,200.00	1,450.00	100.00%	600.00
<b>CATEGORY TOTAL</b>	<b>218,373.13</b>	<b>260,685.00</b>	<b>270,580.00</b>	<b>265,705.00</b>	<b>277,645.00</b>	<b>279,777.00</b>	<b>1.93%</b>	<b>5,020.00</b>
<b>EXPENSES</b>								
CONTRACTED SERVICES	30,038.00	36,913.00	38,404.00	38,404.00	39,172.00	39,955.00	4.04%	1,491.00
OFFICE SUPPLIES	3,341.39	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
TRAVEL-MILEAGE	1,200.00	1,200.00	1,350.00	1,350.00	1,350.00	1,350.00	12.50%	150.00
MEETINGS & CONFERENCES	75.00	600.00	600.00	600.00	600.00	600.00	0.00%	-
DUES AND MEMBERSHIPS	826.00	1,175.00	995.00	995.00	1,275.00	995.00	-15.32%	(180.00)
BILL OF PRIOR YEAR	-							-
ENCUMBRANCES	3,076.00							-
<b>CATEGORY TOTAL</b>	<b>38,556.39</b>	<b>43,088.00</b>	<b>44,549.00</b>	<b>44,549.00</b>	<b>45,597.00</b>	<b>46,100.00</b>	<b>3.39%</b>	<b>1,461.00</b>
<b>DEPARTMENT TOTAL</b>	<b>256,929.52</b>	<b>303,773.00</b>	<b>315,129.00</b>	<b>310,254.00</b>	<b>323,242.00</b>	<b>325,877.00</b>	<b>2.13%</b>	<b>6,481.00</b>

### Description of Changes:

Proposed changes consist of a \$1,491 increase to the Contracted Services line item for the Westford Housing Authority who provides Affordable Housing Consultant Services to the town. Rate increase is due to the substantial increase of affordable dwelling units in town. Also, there is a \$150 increase to the Travel-Mileage line item due to department being fully staffed and four full-time employees sharing one vehicle.

### Programs & Services:

#### *Director of Land Use Management*

1. Manages and coordinates Staff resources for Building, Conservation, Planning and Zoning.
2. Provides support to the Select Board and other Committees on an as needed basis.
3. Consults with Town Counsel on land use matters, enforcement, appeals, land acquisitions and training.
4. Coordinates with Affordable Housing Committee and Affordable Housing Trust Committee.
6. Manages financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund.
7. Prepares Departmental budgets, staff evaluations and mentors Staff.
8. Manages filing system and access to public documents.

*Assistant Planner*

1. Provides technical support to DLUM, Town Planner and Conservation Resource Planner for land use applications including legal notices, agendas, Staff Reports, pre-application meetings with applicants, site visits and other work as directed.
2. Reviews land use boards applications for completeness.
3. Tracks projects for lapses of approval, recording of decisions, orders and certificates of compliance.
4. Assists Conservation Resource Planner with land management, stewardship and land acquisition projects as directed.

*Permitting / Program Assistant*

1. Provides support to Conservation, Planning and Zoning.
2. Coordinates payments of invoices and accounting for all Conservation, Planning and Zoning developer escrow and bond accounts totaling more than \$190,000.
3. Maintains, tracks and reports establishment and releases of developer performance bonds totaling \$585,000.
4. Maintains, tracks and reports accounting for the Affordable Housing Trust Fund totaling over \$600,000.
5. Coordinates all Land Use applications for Conservation Commission, Planning Board and Zoning Board of Appeals.
6. Coordinates preparation of meeting packets for Conservation Commission, Planning Board, Board of Appeals and other Committees as directed.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Land Use Management	1.0	EXEM	115,815.00	600.00	116,415.00
Asst. Planner	1.0	OPEIU	71,943.00		71,943.00
Permitting Program Asst	1.0	OPEIU	73,747.00	600.00	74,347.00
Other Support Staff	0.1	NON	3,000.00		3,000.00
<b>Total Personal Services</b>	<b>3.1</b>		<b>264,505.00</b>	<b>1,200.00</b>	<b>265,705.00</b>

**171 Conservation**

Forge Pond at Sunset – August 2019

**Mission Statement:**

The Conservation Department and the Conservation Commission are committed to protecting the town's natural resources by administering the state's Wetlands Protection Act and Westford's Non-Zoning Wetlands Bylaw, and by purchasing land, interests in land or accepting gifts of land.

The Department and Commission may assist other organizations with similar missions such as the private Westford Conservation Trust, Westford Land Preservation Foundation, the Healthy Lakes and Ponds Collaborative, the Westford Stream-Team, and the Healthy Westford Committee.

The Department and Commission promote the protection of watershed resources by reviewing development proposals; working with applicants and residents to avoid damage to the environment; and educating the public about Westford's natural resources.

**Goals for FY 2021**

- Work with Planning and Engineering Departments to improve municipal vulnerability preparedness.
- Continue coordination between private organizations and town boards/committees to achieve implementation of the 2018 Open Space and Recreation Plan Goals and Objectives.
- Continue to reduce paper copies of permit documents through archive process and lower output of paper copies by use of electronic devices.

**Description of Changes:**

There are minimal changes to the proposed FY 2021 budget. Increases are to cover projected costs based actual historical expenditures.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CONSERVATION RESOURCE PLANNER	87,626.19	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
LONGEVITY		600.00	600.00	600.00	600.00	600.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>87,626.19</b>	<b>91,293.00</b>	<b>93,107.00</b>	<b>93,107.00</b>	<b>94,957.00</b>	<b>94,957.00</b>	<b>1.99%</b>	<b>1,814.00</b>
<b>EXPENSES</b>								
CONTRACTED CLERICAL SERVICES	3,885.00	4,440.00	4,440.00	4,440.00	4,400.00	4,400.00	0.00%	-
ADVERTISING - LEGAL	674.97	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
CONSERVATION SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	235.69	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES AND MEMBERSHIPS	767.00	785.00	800.00	800.00	800.00	800.00	1.91%	15.00
ENCUMBRANCES	370.00							-
<b>CATEGORY TOTAL</b>	<b>5,932.66</b>	<b>6,325.00</b>	<b>6,640.00</b>	<b>6,640.00</b>	<b>6,600.00</b>	<b>6,600.00</b>	<b>4.98%</b>	<b>315.00</b>
<b>DEPARTMENT TOTAL</b>	<b>93,558.85</b>	<b>97,618.00</b>	<b>99,747.00</b>	<b>99,747.00</b>	<b>101,557.00</b>	<b>101,557.00</b>	<b>2.18%</b>	<b>2,129.00</b>

**Programs & Services:**

1. Assist residents with Permitting pursuant to the MA Wetlands Protection Act (WPA) and Westford Non-Zoning Wetlands Bylaw (Wetlands Bylaw).
2. Conservation Resource Planner and Assistant Planner support the Conservation Commission by providing draft decisions and regulatory documents.
3. Issue permits pursuant to WPA and Wetlands Bylaw.
4. Enforce WPA and Wetlands Bylaw and associated regulations.
5. Conservation Resource Planner reviews and approves building permits for compliance with WPA and Wetlands Bylaw.
6. Provide technical review of projects brought to other town boards and committees related to WPA, Wetlands Bylaw, and conserved land.
7. When opportunities for open space land acquisition arise, provide professional advice to protect land through a variety of tools including acquisitions, gifts, and restrictions.
8. Conservation Resource Planner works with Assistant Planner and Permitting/Program Assistant to provide high level, professional customer service.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Conservation Resource Planner	1.0	OPEIU	92,507.00	600.00	93,107.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>92,507.00</b>	<b>600.00</b>	<b>93,107.00</b>

**175 Planning Board****Mission Statement:**

The Town Planner provides high-level services to the Planning Board and Zoning Board of Appeals. Each of these Boards hears applications and reviews public policies related to development and land management. Applicants rely on the Town Planner to assist them through the permitting process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Town Planner advises on matters of public policy, coordinates closely with other Departments in development review and follow-up to make sure that conditions of approval are satisfied. The Town Planner also coordinates Technical Review meetings to review development proposals and to encourage open discussion amongst Town Departments.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN PLANNER	73,106.58	87,198.00	92,507.00	92,507.00	94,357.00	94,357.00	6.09%	5,309.00
OTHER SUPPORT STAFF	1,440.00							-
LONGEVITY	-					600.00		-
<b>CATEGORY TOTAL</b>	<b>74,546.58</b>	<b>87,198.00</b>	<b>92,507.00</b>	<b>92,507.00</b>	<b>94,357.00</b>	<b>94,957.00</b>	<b>6.09%</b>	<b>5,309.00</b>
<b>EXPENSES</b>								
CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
PRINTING SERVICES	807.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
REGISTRY EXPENSES	150.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	600.00	600.00	600.00	600.00	600.00	0.00%	-
PLANNING STUDIES	3,678.44	5,000.00	15,000.00	5,000.00	15,000.00	5,000.00	0.00%	-
TRAVEL-MILEAGE	19.13	150.00	150.00	150.00	150.00	150.00	0.00%	-
MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES & MEMBERSHIPS	-	320.00	320.00	320.00	320.00	320.00	0.00%	-
ENCUMBRANCES	185.00							-
<b>CATEGORY TOTAL</b>	<b>8,134.57</b>	<b>13,660.00</b>	<b>23,660.00</b>	<b>13,160.00</b>	<b>23,660.00</b>	<b>13,660.00</b>	<b>-3.66%</b>	<b>(500.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>82,681.15</b>	<b>100,858.00</b>	<b>116,167.00</b>	<b>105,667.00</b>	<b>118,017.00</b>	<b>108,617.00</b>	<b>4.77%</b>	<b>4,809.00</b>

**Goals for FY 2021**

- Improve application processes for land use boards.
- Assist with implementation of Planning Board Priorities.

**Description of Changes:**

No changes anticipated in FY 2021.

**Programs & Services:**

1. Sign-off on issuance of building permits and certificates of occupancy upon compliance with permit conditions.
2. Lead and facilitate Technical Review meetings for Departments involved in permitting or inspection of new development.
3. Dedicated support to Planning Board and Zoning Board of Appeals.
4. Coordination of construction inspections with Engineering and other Town Departments.
5. Professional and procedural work related to Board and citizen-proposed Zoning Bylaw amendments.
6. Litigation support to Town Counsel.
7. Compliance with public records and Open Meeting Law requirements.
8. Activities relative to Zoning Bylaw Amendments.
9. As-needed support to Town Manager, Board of Selectmen, Historical Commission, Affordable Housing Committee, Affordable Housing Trust Committee and other Committees and Departments.

**Personnel**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Planner	1.0	OPEIU	92,507.00	-	92,507.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>92,507.00</b>	<b>-</b>	<b>92,507.00</b>

**176 Zoning Board of Appeals**

**Mission Statement:**

The Zoning Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the Zoning Bylaw. The Board maintains a fair and open process for 40B projects (Comprehensive Permits) which provide affordable housing units. The Board is diligent in ensuring that permit conditions are satisfied.

**Goals for FY2021**

Continue to provide service to residents and the Board to process applications in a timely manner with a high degree of professionalism.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CONTRACTUAL CLERICAL SERVICES	2,035.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%	-
ENCUMBRANCES	360.00							
<b>CATEGORY TOTAL</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>2,395.00</b>	<b>0.00%</b>	<b>-</b>

**Description of Changes**

No changes anticipated in FY21.

**Programs & Services:**

The Zoning Board of Appeals meets monthly to review applications seeking relief from the standards and provisions of the Zoning Bylaw. They also are the Permit Granting Authority for Comprehensive Permits (40B) and the Special Permit Granting Authority for Personal Wireless Service Facilities (Cell Towers).

## 192 Town Hall

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ADDITIONAL COVERAGE	-	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
CUSTODIANS	39,546.16	40,691.00	41,312.00	41,312.00	42,142.00	42,142.00	1.53%	621.00
OVERTIME	2,351.24	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%	500.00
LONGEVITY	1,100.00	1,100.00	1,600.00	1,600.00	1,600.00	1,600.00	45.45%	500.00
<b>CATEGORY TOTAL</b>	<b>42,997.40</b>	<b>44,791.00</b>	<b>46,412.00</b>	<b>45,912.00</b>	<b>47,242.00</b>	<b>47,242.00</b>	<b>2.50%</b>	<b>1,121.00</b>
<b>EXPENSES</b>								
CLOTHING ALLOWANCE	540.00	540.00	540.00	540.00	540.00	540.00	0.00%	-
ELECTRICITY	10,176.55	16,500.00	15,000.00	15,000.00	15,500.00	16,000.00	-9.09%	(1,500.00)
HEATING FUEL	7,613.69	7,000.00	8,000.00	8,000.00	8,500.00	9,000.00	14.29%	1,000.00
WATER	1,895.46	1,950.00	1,950.00	1,950.00	1,950.00	1,850.00	0.00%	-
BUILDING MAINTENANCE	7,212.99	8,000.00	8,000.00	5,000.00	8,000.00	8,000.00	-37.50%	(3,000.00)
GROUNDS MAINTENANCE	322.98	3,000.00	500.00	250.00	500.00	500.00	-91.67%	(2,750.00)
VEHICLE MAINTENANCE	2,560.98	700.00	1,000.00	1,000.00	1,000.00	1,000.00	42.86%	300.00
EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	-
OFFICE EQUIPMENT MAINTENANCE	219.99	50.00	200.00	200.00	200.00	200.00	300.00%	150.00
BLDG MAINT SVCS - HVAC	7,959.87	3,000.00	8,000.00	5,000.00	8,000.00	8,000.00	66.67%	2,000.00
BLD MAINT SVCS - GENERATOR & ELECTRIC	1,265.88	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BLDG MAINT SVCS - ELEVATOR	3,976.00	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%	(1,000.00)
BLD MAINT SVCS - FIRE/ALARM	1,028.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
POSTAGE METER RENTAL	2,061.81	2,400.00	2,000.00	2,000.00	2,000.00	2,000.00	-16.67%	(400.00)
POSTAGE	15,417.15	20,000.00	20,000.00	17,000.00	20,000.00	20,000.00	-15.00%	(3,000.00)
GASOLINE	498.19	800.00	750.00	600.00	750.00	750.00	-25.00%	(200.00)
COPIER SUPPLIES	3,667.64	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
BULDING MAINTENANCE SUPPLIES	-	50.00	250.00	250.00	250.00	250.00	400.00%	200.00
CUSTODIAL/CLEANING SUPPLIES	2,562.84	1,800.00	2,000.00	1,800.00	2,000.00	2,000.00	0.00%	-
BOTTLED WATER	1,364.24	1,300.00	1,400.00	1,400.00	1,450.00	1,500.00	7.69%	100.00
OTHER CHARGES AND EXPENSES	61.03	-	-	-	-	-	-	-
ENCUMBRANCES	7,223.44	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>77,629.23</b>	<b>77,090.00</b>	<b>78,590.00</b>	<b>68,990.00</b>	<b>79,640.00</b>	<b>80,590.00</b>	<b>-10.51%</b>	<b>(8,100.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>120,626.63</b>	<b>121,881.00</b>	<b>125,002.00</b>	<b>114,902.00</b>	<b>126,882.00</b>	<b>127,832.00</b>	<b>-5.73%</b>	<b>(6,979.00)</b>

**Description of Changes:**

1. OBJ 521010 Electricity reduce by \$1,500.00. Past budgets reflect this conservative reduction.
2. OBJ 521010 Heating Fuel increase by \$1,000.00. Past budgets reflect this need for this increase.
3. OBJ 524015 Ground Maintenance reduced by \$2,500.00. Past years have supported this reduction. Any anticipated landscaping costs should be recognized as a capital cost.
4. OBJ 524100 bldg. maint. svcs. - HVAC increased by \$5,000.00. Past years have supported this increase. In FY21 preventative maintenance (PM) plans will be recommended supporting best practices. The requested budget will allow for pm plans and a few minor repairs per year.
5. OBJ 524100 bldg. maint. svcs. - Elevator reduced by \$1,000.00. Past years have supported this reduction. Any anticipated landscaping costs should be recognized as a capital cost.

**Programs & Services:**

The following departments are located in Town Hall: Town Manager, Finance, Town Accountant, Assessors, Treasurer/Collector, Human Resources, Town Clerk, Permitting, Conservation, Planning, Building, and the Board of Health. The Town Hall also contains the archive center and vault for official town records.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Custodian	0.8	CWA	41,312.00	1,600.00	42,912.00
Overtime			2,500.00		2,500.00
Additional Coverage			500.00		500.00
<b>Total Personal Services</b>	<b>0.8</b>		<b>44,312.00</b>	<b>1,600.00</b>	<b>45,912.00</b>

**Other Information:**

The Town Hall is open Monday through Friday from 8 AM to 4 PM.

### 199 Public Buildings & Properties Maintenance

**Mission Statement:** The mission of the Westford Facilities Department is to maintain a safe and healthy environment that will positively impact the key stakeholders occupying or visiting each building. Our objective is to provide the highest quality of services, while treating each member of the community with courtesy, dignity, and respect. Collectively, the Facilities Department is committed to developing sustainable and efficient infrastructure, designed to promote their green community. The Department has placed additional emphasis on proactively implementing procedures and systems that will safeguard all building occupants. We are a team ready and willing to support the Town of Westford.

#### Goals

1. Develop a multi-year capital plan designed to reduce operational expenses while appropriately planning for building needs in relationship to the Town's forecasted financial situation.
2. Develop a 5-year "Town and School Safety Task Force" operation and capital plan which will have a positive impact on mitigating, preventing and responding to safety and security related matters.
3. Investigate and recommend cost saving and avoidance measures (both infrastructure and policies) that will reduce environmental impact and energy consumption.
4. Implement best practice preventative maintenance plans and procedures. These will allow for a greater accuracy future budgets and will reduce the amount of unexpected expenses resulting from failed equipment and/or systems.
5. Implement a computerized maintenance management system (CMMS) designed to improve customer services and yield analytical data that will support various future justifications. CMMS programs have been proven to reduce between 15-30% of maintenance budgets.

#### Description of Changes

1. With the creation of a new Facilities Department came associated costs. Two positions have been created that are shared between Town (25%) and Schools (75%). A Director of Facilities and an Administrative Assistant were added under the 199 Public Buildings.
2. OBJ 524010 Building Maintenance increased by \$1,000.00. Past years have supported this increase.
3. OBJ 524100 bldg. maint. svcs. - HVAC increased by \$2,900.00. In FY21 preventative maintenance (PM) plans will be recommended supporting best practices. The requested budget will allow for pm plans and a few minor repairs per year.
4. OBJ 530500 Training & Development increase \$150.00 for conference resulting in 10% energy rebate towards a project.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FACILITIES DIRECTOR	3,963.31	28,893.00	29,392.00	29,392.00	29,980.00	29,980.00	1.73%	499.00
OFFICE MANAGER	-	15,834.00	14,669.00	14,669.00	15,146.00	15,600.00	-7.36%	(1,165.00)
PROJECT INSPECTOR - FACILITIES TECH	38,967.76	40,487.00	41,297.00	41,297.00	42,122.00	42,122.00	2.00%	810.00
CUSTODIAN	9,886.76	10,086.00	10,289.00	10,289.00	10,495.00	10,495.00	2.01%	203.00
OVERTIME	159.87	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
LONGEVITY	425.00	425.00	425.00	425.00	495.00	495.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>53,402.70</b>	<b>96,725.00</b>	<b>97,072.00</b>	<b>96,572.00</b>	<b>99,238.00</b>	<b>99,692.00</b>	<b>-0.16%</b>	<b>(153.00)</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	-	350.00	350.00	350.00	350.00	350.00	0.00%	-
ELECTRICITY	1,488.76	1,450.00	1,500.00	1,500.00	1,550.00	1,600.00	3.45%	50.00
HEATING FUEL	3,532.45	3,700.00	3,885.00	3,675.00	4,000.00	4,150.00	-0.68%	(25.00)
WATER	-	25.00	25.00	25.00	25.00	25.00	0.00%	-
STORMWATER UTILITY FEE	-	-	43,650.00	43,650.00	43,650.00	43,650.00	-	43,650.00
BUILDING MAINTENANCE	7,128.72	4,000.00	5,000.00	5,000.00	5,500.00	6,000.00	25.00%	1,000.00
GROUPS MAINTENANCE	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - HVAC	-	2,100.00	5,000.00	5,000.00	5,000.00	5,000.00	138.10%	2,900.00
BLDG MAINT SVCS -PLUMBING	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS -ELECTRICAL REPAIRS	603.04	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS -PAINT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS -ROOF	870.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BLDG MAINT - SECURITY	268.06	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
TRAINING & DEVELOPMENT	-	-	150.00	150.00	150.00	150.00	-	150.00
CONTRACTED SERVICES	2,140.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
TRAVEL - MILEAGE	-	-	-	-	-	-	-	-
ENCUMBRANCES	119.80	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>16,150.83</b>	<b>18,625.00</b>	<b>66,560.00</b>	<b>65,850.00</b>	<b>67,225.00</b>	<b>67,925.00</b>	<b>253.56%</b>	<b>47,225.00</b>
<b>DEPARTMENT TOTAL</b>	<b>69,553.53</b>	<b>115,350.00</b>	<b>163,632.00</b>	<b>162,422.00</b>	<b>166,463.00</b>	<b>167,617.00</b>	<b>40.81%</b>	<b>47,072.00</b>

### Programs and Services

- Provide immediate response to all facility related concerns.
- Evaluate, recommend and implement cost saving and reduction plans and systems.
- Facilitate and coordinate the addition, renovation, repair or services of any project.
- Recommend, install and maintain safety systems and procedures.
- Maintain and ensure a safe environment for all building occupants to visit and work at each day.
- Implement sustainable and efficient practices designed to prolong the life and longevity of each building.

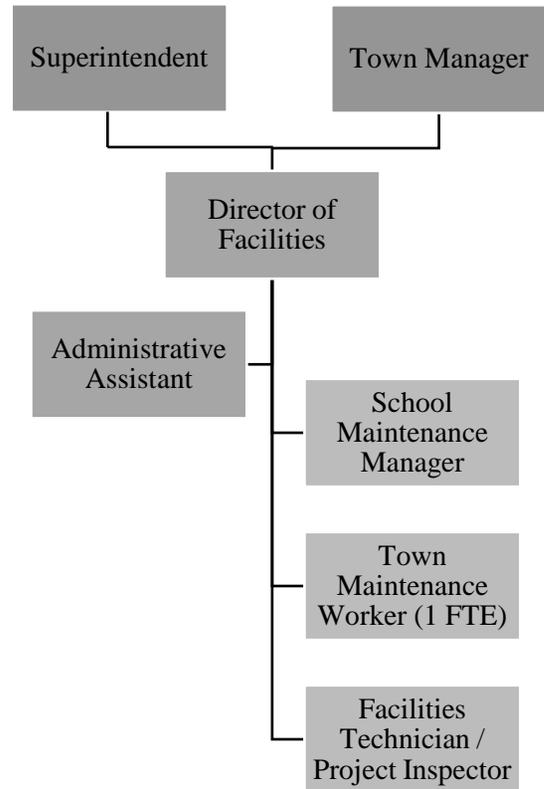
**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Facilities Director	0.2	EXEM	29,392.00	-	29,392.00
Office Manager	0.2	OPEIU	14,669.00	-	14,669.00
Project Inspector - Facilities Tech	0.5	OPEIU	41,297.00	425.00	41,722.00
Custodian	0.2	CWA	10,289.00	-	10,289.00
Overtime			500.00	-	500.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>96,147.00</b>	<b>425.00</b>	<b>96,572.00</b>

**Metrics**

Metrics will be recorded, evaluated and presented for FY22 Budget.

**Public Buildings & Properties  
Maintenance 2021**



## Public Safety

### 210 Police Department

#### **Mission Statement:**

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

#### **Goals:**

- Work with both Town and School Departments to improve building and staff safety and security.
- Continue to work with Pedestrian Safety Committee to identify and address safety concerns.
- Continue to pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
POLICE CHIEF	156,417.32	161,319.00	163,915.00	163,915.00	167,193.00	167,193.00	1.61%	2,596.00
DEPUTY CHIEF	123,917.28	130,333.00	132,940.00	132,940.00	135,599.00	135,599.00	2.00%	2,607.00
CAPTAIN	207,850.73	222,006.00	280,373.00	280,373.00	285,972.00	285,972.00	26.29%	58,367.00
LIEUTENANTS	373,724.63	380,110.00	479,960.00	479,960.00	498,400.00	498,400.00	26.27%	99,850.00
SERGEANTS	636,163.05	742,964.00	770,238.00	770,238.00	805,336.00	815,652.00	3.67%	27,274.00
PATROLMEN	1,922,567.40	2,035,246.00	2,253,158.00	2,165,599.00	2,395,429.00	2,445,228.00	6.40%	130,353.00
OFFICE MANAGER	63,093.59	65,805.00	66,865.00	66,865.00	68,202.00	68,202.00	1.61%	1,060.00
RECORDS SUPERVISOR-OPERATIONAL	61,734.40	63,446.00	64,478.00	64,478.00	65,772.00	65,772.00	1.63%	1,032.00
ADMINISTRATIVE ASSISTANT	49,413.00	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%	871.00
MAINTENANCE WORKER II	51,714.02	54,203.00	55,082.00	55,082.00	56,189.00	56,189.00	1.62%	879.00
QUINN BILL	201,645.71	201,953.00	67,567.00	67,567.00	68,918.00	68,918.00	-66.54%	(134,386.00)
OVERTIME	358,459.76	408,700.00	396,219.00	396,219.00	400,000.00	400,000.00	-3.05%	(12,481.00)
COURT APPEARANCES	35,575.00	45,542.00	44,151.00	40,000.00	45,000.00	45,000.00	-12.17%	(5,542.00)
SPECIAL DETAILS	21,474.78	27,000.00	27,000.00	23,000.00	27,000.00	27,000.00	-14.81%	(4,000.00)
TRAINING WAGES	51,010.02	60,149.00	68,312.00	60,149.00	68,312.00	68,312.00	0.00%	-
SHIFT DIFFERENTIAL	52,864.53	46,500.00	52,000.00	52,000.00	52,000.00	52,000.00	11.83%	5,500.00
SPECIALTY STIPENDS	3,750.00	3,750.00	4,000.00	4,000.00	4,000.00	3,750.00	6.67%	250.00
STIPEND / ACCREDITATION	53,400.00	54,400.00	56,400.00	54,900.00	57,400.00	57,400.00	0.92%	500.00
HOLIDAY PAY	149,489.63	162,174.00	180,160.00	175,866.00	189,281.00	192,053.00	8.44%	13,692.00
LONGEVITY	41,823.56	44,200.00	45,450.00	45,450.00	47,150.00	52,850.00	2.83%	1,250.00
ON CALL	21,006.72	23,627.00	26,588.00	26,588.00	27,120.00	27,663.00	12.53%	2,961.00
RETIREMENT NOTICE INCENTIVE	2,860.00	4,160.00	4,720.00	4,720.00	-	-	13.46%	560.00
SICK TIME BUYBACK	3,165.40	5,700.00	5,700.00	5,700.00	5,700.00	5,700.00	0.00%	-
SICK TIME INCENTIVE	9,950.00	8,650.00	8,650.00	8,650.00	8,650.00	8,650.00	0.00%	-
COMP TIME BUYOUT	5,957.88	5,500.00	8,500.00	6,000.00	8,500.00	8,500.00	9.09%	500.00
<b>CATEGORY TOTAL</b>	<b>4,659,028.41</b>	<b>5,011,337.00</b>	<b>5,317,197.00</b>	<b>5,205,030.00</b>	<b>5,542,991.00</b>	<b>5,611,871.00</b>	<b>3.87%</b>	<b>193,693.00</b>

		FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
PSYCHE/MED TESTING	3,607.00	10,040.00	10,040.00	3,500.00	10,000.00	10,000.00	-65.14%	(6,540.00)
UNIFORM ALLOWANCES	57,509.13	58,940.00	61,340.00	61,340.00	62,540.00	62,540.00	4.07%	2,400.00
ELECTRICITY	45,438.59	49,000.00	64,253.00	49,000.00	64,300.00	64,300.00	0.00%	-
NATURAL GAS	21,801.06	21,708.00	21,708.00	22,000.00	21,700.00	21,700.00	1.35%	292.00
GENERATOR FUEL - DIESEL	942.16	452.00	1,000.00	1,000.00	1,000.00	1,000.00	121.24%	548.00
WATER	3,472.09	3,700.00	3,500.00	3,500.00	3,500.00	3,500.00	-5.41%	(200.00)
MAINTENANCE BLDG & GRD	44,831.03	50,000.00	50,000.00	40,000.00	52,000.00	55,000.00	-20.00%	(10,000.00)
VEHICLE MAINTENANCE	52,295.14	50,000.00	55,000.00	53,000.00	55,000.00	55,000.00	6.00%	3,000.00
EQUIPMENT MAINTENANCE	5,457.47	6,000.00	5,731.00	5,458.00	6,000.00	6,000.00	-9.03%	(542.00)
COMMUNICATION EQUIP	745.00	19,500.00	3,500.00	3,500.00	10,000.00	10,000.00	-82.05%	(16,000.00)
TRAINING CLASSES	30,004.50	28,719.00	31,500.00	31,500.00	31,500.00	31,500.00	9.68%	2,781.00
POSTAGE	1,043.47	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ADVERTISING-LEGAL	100.00	400.00	400.00	400.00	400.00	400.00	0.00%	-
GASOLINE	75,768.68	85,900.00	87,000.00	87,000.00	88,000.00	90,000.00	1.28%	1,100.00
OFFICE SUPPLIES	6,494.38	6,000.00	7,500.00	6,000.00	7,500.00	7,500.00	0.00%	-
EQUIPMENT	-	-	5,000.00	-	5,000.00	5,000.00		-
BULLET PROOF VESTS	-	-	-	-	-	-		-
PRISONER MEALS	270.16	300.00	300.00	300.00	300.00	300.00	0.00%	-
FIREARMS SUPPLIES	15,804.11	18,000.00	18,000.00	16,000.00	20,000.00	20,000.00	-11.11%	(2,000.00)
DEFENSIVE TACTICS EQUIPMENT	6,783.35	10,000.00	10,000.00	7,000.00	10,000.00	10,000.00	-30.00%	(3,000.00)
PHOTOGRAPHIC	4,044.87	4,000.00	6,000.00	4,000.00	7,000.00	8,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	3,234.88	2,200.00	4,400.00	2,200.00	4,400.00	4,400.00	0.00%	-
MEETINGS & CONFERENCES	6,311.15	6,300.00	6,300.00	6,300.00	6,500.00	6,500.00	0.00%	-
DUES & MEMBERSHIPS	8,492.31	8,359.00	9,050.00	8,359.00	10,000.00	10,000.00	0.00%	-
NEMLEC	5,686.66	6,745.00	6,745.00	6,745.00	7,000.00	7,000.00	0.00%	-
VEHICLES/CRUISERS	166,624.00	124,968.00	166,624.00	124,968.00	170,000.00	172,000.00	0.00%	-
OFFICE FURNITURE	-	1,000.00	2,500.00	1,000.00	2,500.00	2,500.00	0.00%	-
ENCUMBRANCES	4,317.09	-	-	-	-	-		-
<b>CATEGORY TOTAL</b>	<b>571,078.28</b>	<b>573,231.00</b>	<b>638,391.00</b>	<b>545,070.00</b>	<b>657,140.00</b>	<b>665,140.00</b>	<b>-4.91%</b>	<b>(28,161.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>5,230,106.69</b>	<b>5,584,568.00</b>	<b>5,955,588.00</b>	<b>5,750,100.00</b>	<b>6,200,131.00</b>	<b>6,277,011.00</b>	<b>2.96%</b>	<b>165,532.00</b>

**Description of Changes:**

The overall FY21 police requested budget was a **6.94%** increase from FY20 to add two new officers based on a 2017 staffing analysis. The Town Manager's recommended FY21 budget is a **3.26%** increase from FY20 to FY21, which only added one new officer half way through the fiscal year.

The Chief's request of two additional officers was a result of a multi-year review of staffing levels in the Westford Police Department and communities of similar size, as well as working with the Finance Committee, Board of Selectman and Fire Department. As the town continues to grow, the police department experiences an increase in traffic issues, crime, as well as an increase in non-criminal complaints. The Chief understands the financial position the town is in but believes Public Safety should be a priority. The Town Manager does support public safety and is committed to adding the two new police officers but was under financial constraints due to town wide needs. We are optimistic that the other new officer will be added in the near future when funds become available.

The expenses were increased by only 0.5% largely due to the Town Manager reducing medical testing for new and intermittent hires, building and vehicle maintenance, firearms and defensive tactics equipment, as well as removing one replacement cruiser.

**Programs & Services:**

**PATROL DIVISION:** The patrol division consists of the uniformed officers responsible for responding to emergency calls for service such as a car crash, medical, burglar and bank alarms, domestic disputes, safety hazards, and many others. When not responding to emergency and non-emergency calls the officers are responsible for patrolling specific areas of town in order to reduce the opportunity for individuals to commit crime and create disorder.

**SPECIAL SERVICES DIVISION:** The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others. Our designated narcotics detective was re-assigned to the patrol division for much of FY18 and FY19 due to shortage in available staffing.

**K-9 OFFICER:** The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics and explosive devices.

**FAMILY SERVICES DETECTIVE:** The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. The Family Services Detective follows up on all domestic violence cases in town.

TRAFFIC OFFICER: Our designated traffic officer was re-assigned to the patrol division for much of FY18 and FY19 due to shortage in available staffing.

SCHOOL RESOURCE OFFICER: Nashoba Tech and Westford Academy each have an SRO assigned in their respective schools and they fully fund the position from their school budgets. The SROs assigned are experienced, trained officers. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs will derive his/her authority, direction, and supervision from the Chief of Police or his designee. The SROs will be responsible for criminal law issues and will assist school personnel in implementing and managing the day to day operations of an effective safety and security program.

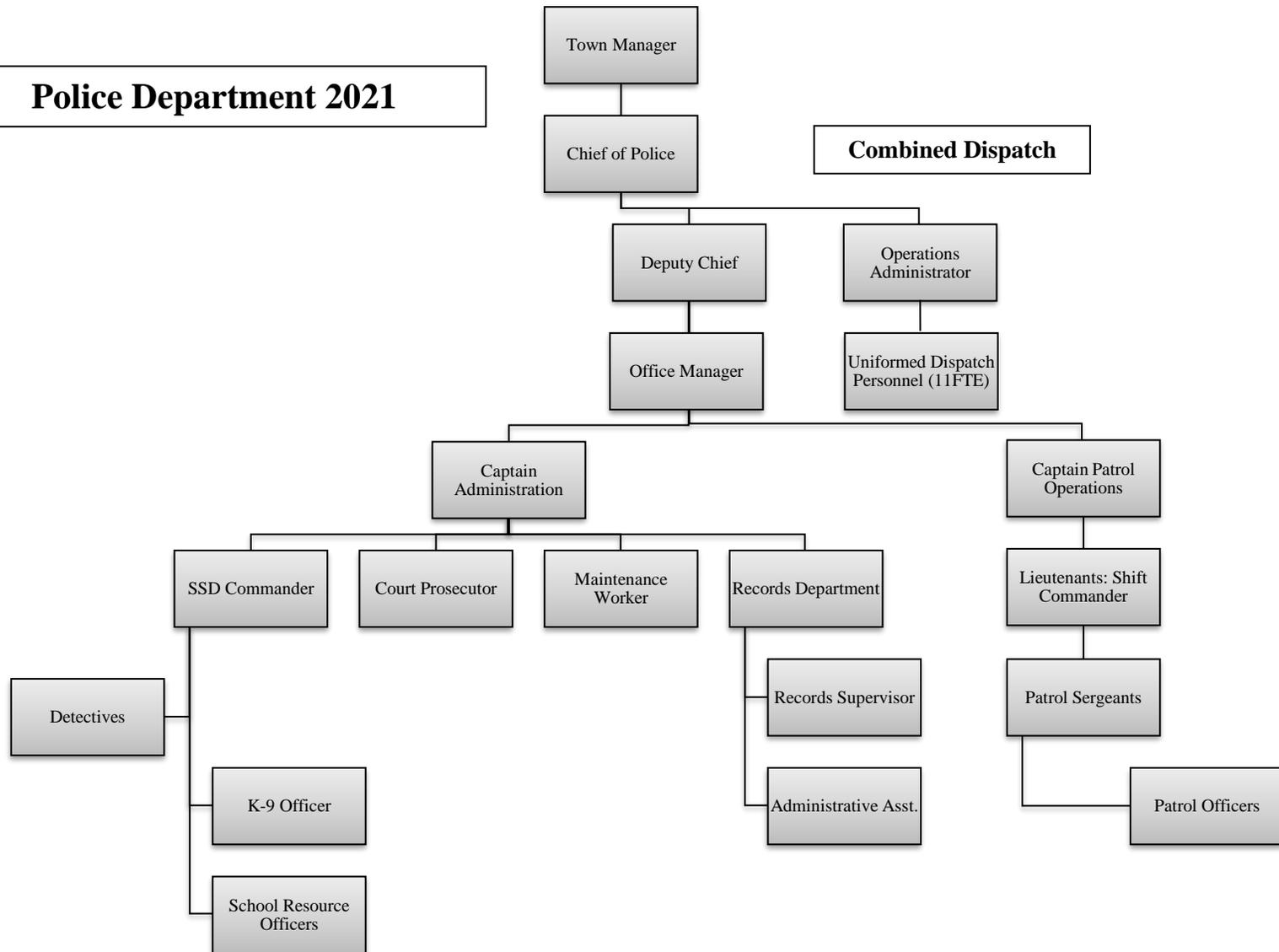
BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division on an as-needed basis. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as Merrills Quarry, East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail.

PROJECT LIFESAVER: The police department's Project Lifesaver program continues to be a very effective service for the residents of Westford. Project Lifesaver tracks wandering victims of Autism, Down Syndrome as well as Alzheimer's and all related mental disabilities for people of all ages. A wrist watch sized device worn by the person who has become lost transmits a guidance signal to a receiver monitored by the police department allowing trained officers to narrow the search pattern based on the transmitted signal. Project Lifesaver can be activated within minutes of the police department receiving the initial call of a lost person and has proven to be very effective in locating lost and disoriented persons.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Police Chief	1.0	EXEM	163,915.00	2,600.00	1,500.00	40,979.00	3,768.00	212,762.00
Deputy Police Chief	1.0	EXEM	132,940.00	1,600.00	1,500.00	26,588.00	3,056.00	165,684.00
Captain	2.0	WSO	280,373.00	4,700.00	3,000.00		12,605.00	300,678.00
Lieutenant	4.0	WSO	479,960.00	4,650.00	6,000.00		21,577.00	512,187.00
Sergeant	8.0	WPA	770,238.00	11,050.00	8,000.00		34,626.00	823,914.00
Patrolman	32.5	WPA	2,165,599.00	18,050.00	32,500.00		100,234.00	2,316,383.00
Office Manager	1.0	OPEIU	66,865.00	600.00	600.00			68,065.00
Records Supervisor Admin	1.0	CWA	64,478.00	1,600.00	600.00			66,678.00
Administrative Asst.	1.0	CWA	54,771.00	600.00	600.00			55,971.00
Maintenance Worker II	1.0	CWA	55,082.00		600.00			55,682.00
Overtime			396,219.00					396,219.00
Court Appearances			40,000.00					40,000.00
Special Details			23,000.00					23,000.00
Training Wages			60,149.00					60,149.00
Shift Differential			52,000.00					52,000.00
Specialty Stipends			4,000.00					4,000.00
On Call Pay			26,588.00					26,588.00
Retirement Notice Incentive			4,720.00					4,720.00
Sick Time Buyback			5,700.00					5,700.00
Sick Time Incentive			8,650.00					8,650.00
Comp Time Buyout			6,000.00					6,000.00
<b>Total Personal Services</b>	<b>52.5</b>		<b>4,861,247.00</b>	<b>45,450.00</b>	<b>54,900.00</b>	<b>67,567.00</b>	<b>175,866.00</b>	<b>5,205,030.00</b>

**Police Department 2021**



## 215 Public Safety Communications

### **Mission Statement:**

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents, businesses, Police, Fire and all public agencies, and visitors of the Town of Westford, and other state and local public safety agencies. To provide assistance and expedite emergency police, fire or ambulance responses, to provide information and assistance in the most efficient and cost-effective manner. The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

### **Goals:**

- To effectively and efficiently adapt, evolve and implement public safety communications policy and procedures that work with and enhance the current police, fire and EMS standard operating procedures.
- To maintain a highly proficient hub or central public safety emergency communications point that will assist and connect the public to police, fire and ambulance services.
- To maintain highly professional and efficient public safety communications staff.
- To provide and improve upon critical support services for both the police and fire services.

### **Description of Changes:**

The increases in Personal Services; Uniformed Dispatchers, Operations Administrator Stipend, Holiday Pay and Longevity all represent contractual changes.

Since the planning of Combined Dispatch, the department has requested a 12<sup>th</sup> Telecommunicator be added or the overtime budget be increased. The pre-combined dispatch overtime out of the FY13 Police budget for police dispatch alone was \$119,347. That does not take into consideration the amount that was being paid out of the Fire Department overtime budget. This amount has been reduced by close to, if not more than, 50%. The impact is the inability to properly staff shifts and reluctance to call extra staff in due to high call volume. This in turn adds to the work load per Telecommunicator, increasing the stress level that leads to higher turnover. The turnover and difficulty in finding quality candidates for the position are a major issue for all communications centers nationwide, thus overtime will always be a factor. The FY21 request has an increase in overtime of 3%, and an 8.5% overall for Personnel Services, which includes an additional Full Time Telecommunicator. It would allow the Department to schedule above minimum manning more often, allowing better use of minimum manning to further reduce overtime in a safe and controlled process. Without the added Telecommunicator, and the reduction of the overtime line from even last fiscal year by 8% will more than likely lead to returning for additional funding. I would rather reasonably fund, and manage my budget and turn funds back in, than must come back when it seems to be predicable annually.

The increase in the Holiday Overtime line is due to an adjustment to correct under budgeted line as seen in FY19.

I recommended a 33% increase to cover additional training that is not covered through a 9-1-1 grant. Additionally, due to recent changes in the 911 grant only attendance or back fill are covered, not both. The total overall increase to Personal Services is 1.25% or \$10,230.00

The increase in Expenses, comes predominantly from Contracted Services (+22%). This is due to Radio Service Contract changes which now covers double the equipment because of the addition of the fire radio equipment and infrastructure. It should be noted that expenses were reduced in other lines by over 50%.

Other lines which I requested an increase to were Uniform Allowances to cover the allowance part time Telecommunicators. This was not funded in the budget.

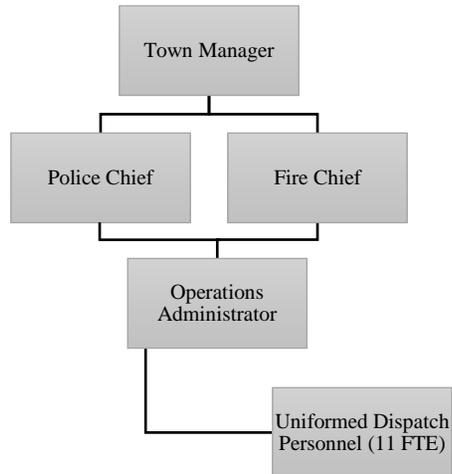
Communications Equipment was increased to cover growing expenses for supplemental items not covered by a service contract.

Total increase of Expenses is 2.16% or \$8,261.00.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
UNIFORMED DISPATCH PERS	518,821.85	560,707.00	622,270.00	577,326.00	648,148.00	662,184.00	2.96%	16,619.00
OPERATIONS ADMINISTRATOR	87,290.21	90,693.00	92,507.00	92,507.00	94,357.00	94,357.00	2.00%	1,814.00
OVERTIME	87,015.67	95,499.00	98,364.00	88,000.00	101,315.00	103,342.00	-7.85%	(7,499.00)
HOLIDAY OVERTIME	11,755.46	9,928.00	11,200.00	11,200.00	11,536.00	11,883.00	12.81%	1,272.00
TRAINING WAGES	471.89	5,000.00	7,000.00	1,000.00	7,700.00	8,085.00	-80.00%	(4,000.00)
SHIFT DIFFERENTIAL	14,159.34	15,690.00	17,618.00	15,500.00	18,597.00	19,155.00	-1.21%	(190.00)
STIPEND / ACCREDITATION	7,200.00	7,200.00	7,800.00	7,200.00	7,800.00	8,050.00	0.00%	-
HOLIDAY PAY	23,602.46	25,780.00	28,611.00	26,544.00	29,800.00	30,446.00	2.96%	764.00
LONGEVITY	5,400.00	5,400.00	6,850.00	6,850.00	8,050.00	9,900.00	26.85%	1,450.00
<b>CATEGORY TOTAL</b>	<b>755,716.88</b>	<b>815,897.00</b>	<b>892,220.00</b>	<b>826,127.00</b>	<b>927,303.00</b>	<b>947,402.00</b>	<b>1.25%</b>	<b>10,230.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	6,167.49	7,875.00	8,505.00	7,875.00	8,505.00	8,505.00	0.00%	-
COMMUNICATIONS EQUIPMENT	24,187.34	5,000.00	8,500.00	8,500.00	8,755.00	9,018.00	70.00%	3,500.00
CONTRACTED SERVICES	19,901.74	23,118.00	29,029.00	29,029.00	29,900.00	30,797.00	25.57%	5,911.00
OFFICE SUPPLIES	810.99	1,000.00	1,000.00	500.00	1,030.00	1,061.00	-50.00%	(500.00)
BOOKS & SUBSCRIPTIONS	-	500.00	500.00	250.00	500.00	500.00	-50.00%	(250.00)
MEETINGS & CONFERENCES	542.77	1,000.00	1,000.00	600.00	1,000.00	1,000.00	-40.00%	(400.00)
DUES & MEMBERSHIPS	1,561.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>53,171.33</b>	<b>40,093.00</b>	<b>50,134.00</b>	<b>48,354.00</b>	<b>51,290.00</b>	<b>52,481.00</b>	<b>20.60%</b>	<b>8,261.00</b>
<b>DEPARTMENT TOTAL</b>	<b>808,888.21</b>	<b>855,990.00</b>	<b>942,354.00</b>	<b>874,481.00</b>	<b>978,593.00</b>	<b>999,883.00</b>	<b>2.16%</b>	<b>18,491.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Stipend/ Accreditation	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	577,326.00	4,250.00	6,600.00	26,544.00	614,720.00
Operations Administrator	1.0	OPEIU	92,507.00	2,600.00	600.00	-	95,707.00
Overtime			88,000.00				88,000.00
Holiday Overtime			11,200.00				11,200.00
Training Wages			1,000.00				1,000.00
Shift Differential			15,500.00				15,500.00
<b>Total Personal Services</b>	<b>12.0</b>		<b>785,533.00</b>	<b>6,850.00</b>	<b>7,200.00</b>	<b>26,544.00</b>	<b>826,127.00</b>



**Public Safety Communications  
2021**

## 220 Fire Department

### Mission Statement:

**Our Purpose:** Is to develop a team of dedicated professionals bound together for the purpose of protecting lives and property within our community.

**Our Mission:** Is to strive to make Westford a safe place to work, live and be educated in by reducing human suffering caused by fires, sudden illnesses, accidents, hazardous material releases or by man-made or natural disasters.

### To achieve this, our department will:

- Provide training for Department members to become increasingly knowledgeable and proficient in the areas of public education, fire prevention, fire suppression, emergency medical services, rescue and other related activities.
- Provide its members with the necessary equipment and supplies to safely perform their duties.
- Develop and provide educational programs to educate our customers as to the extent of the fire, rescue and medical services provided by this department; promote the deterrence of fire through proactive measures vs. reactive service and to encourage fire safe and fire smart activities.
- Maintain and decrease response time of fire protection, rescue and emergency medical services that the customers have come to expect.
- Ensure that the highest level of service is obtained from the resources at the department's disposal.

### Goals:

- To update the Rules & Regulations for the Westford Fire Department.
- To evaluate current Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- To refine procedures and policies with new Public Safety Communications Center.
- Update station response areas with the relocation to the Boston Road site and with the increase in residential housing on the west end of Littleton Road.
- Evaluate Fire Department staffing issues.

### Description of Changes:

- With the exception of the Chief, Deputy Chief, and Office Manager, the FY21 personal services budget only reflects step increases.
- There is one additional Paramedic to be included in the FY21 fire budget.
- Our liability is increasing for Vacation/Sick/Personal time as are the back to back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to 9 more regularly. For the FY19 Fire/Ambulance overtime, there were a total 19,042 hours taken off and 9,595 (50.0%) overtime hours filled at an average rate of \$52.75.
- The increase in Education represents an increase in Firefighters seeking education.

- The remaining increases in Personal Services are represented by contractual obligations such as the uniform allowances.
- The IAFF union contract expires on June 30, 2020. This budget does not reflect any new collective bargaining agreements
- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline, and diesel estimates, and Building Maintenance cost estimates as we moved into our new Facility on 11/1/2018 and have limited history.
- The Equipment Maintenance Budget reflects ladder testing, Scott pack testing (hydrostatically), lens replacement, bottle replacement, and reflects actuals.
- The fire department is increasing by 3.36%.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FIRE CHIEF	142,874.82	150,419.00	153,427.00	153,427.00	156,496.00	156,496.00	2.00%	3,008.00
DEPUTY CHIEF	100,361.01	104,904.00	107,002.00	107,002.00	109,142.00	109,142.00	2.00%	2,098.00
FIRE PREVENTION OFFICER	82,180.81	84,532.00	84,210.00	84,210.00	84,210.00	84,210.00	-0.38%	(322.00)
CAPTAINS	357,446.98	355,034.00	353,678.00	353,678.00	353,678.00	353,678.00	-0.38%	(1,356.00)
LIEUTENANTS	310,562.93	318,060.00	318,797.00	318,797.00	318,797.00	318,797.00	0.23%	737.00
EMS COORDINATOR	-	-	-	-	-	-		-
FIREFIGHTERS	1,292,324.50	1,438,718.00	1,547,791.00	1,486,535.00	1,557,175.00	1,564,826.00	3.32%	47,817.00
CALL FIREFIGHTERS	1,743.02	5,000.00	3,000.00	2,000.00	3,000.00	3,000.00	-60.00%	(3,000.00)
OFFICE MANAGER	63,093.58	65,805.00	66,865.00	66,865.00	68,202.00	68,202.00	1.61%	1,060.00
OVERTIME	429,574.06	350,000.00	390,000.00	360,000.00	397,800.00	405,756.00	2.86%	10,000.00
HOLIDAY OVERTIME	32,390.63	43,462.00	43,462.00	43,462.00	43,462.00	43,462.00	0.00%	-
TRAINING	28,284.97	20,300.00	22,000.00	20,300.00	22,440.00	22,889.00	0.00%	-
EDUCATION INCENTIVE	175,092.28	179,136.00	181,248.00	180,498.00	181,822.00	181,822.00	0.76%	1,362.00
CALL FF STIPENDS	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
EMT STIPENDS	6,080.90	6,510.00	6,511.00	6,511.00	6,641.00	6,641.00	0.02%	1.00
HOLIDAY PAY	93,927.55	99,232.00	104,205.00	101,624.00	104,715.00	105,037.00	2.41%	2,392.00
LONGEVITY	39,650.00	42,000.00	45,700.00	45,700.00	48,300.00	50,300.00	8.81%	3,700.00
SICK LEAVE / VACATION BUY BACK	2,609.55							-
<b>CATEGORY TOTAL</b>	<b>3,158,197.59</b>	<b>3,263,612.00</b>	<b>3,428,396.00</b>	<b>3,331,109.00</b>	<b>3,456,380.00</b>	<b>3,474,758.00</b>	<b>2.07%</b>	<b>67,497.00</b>

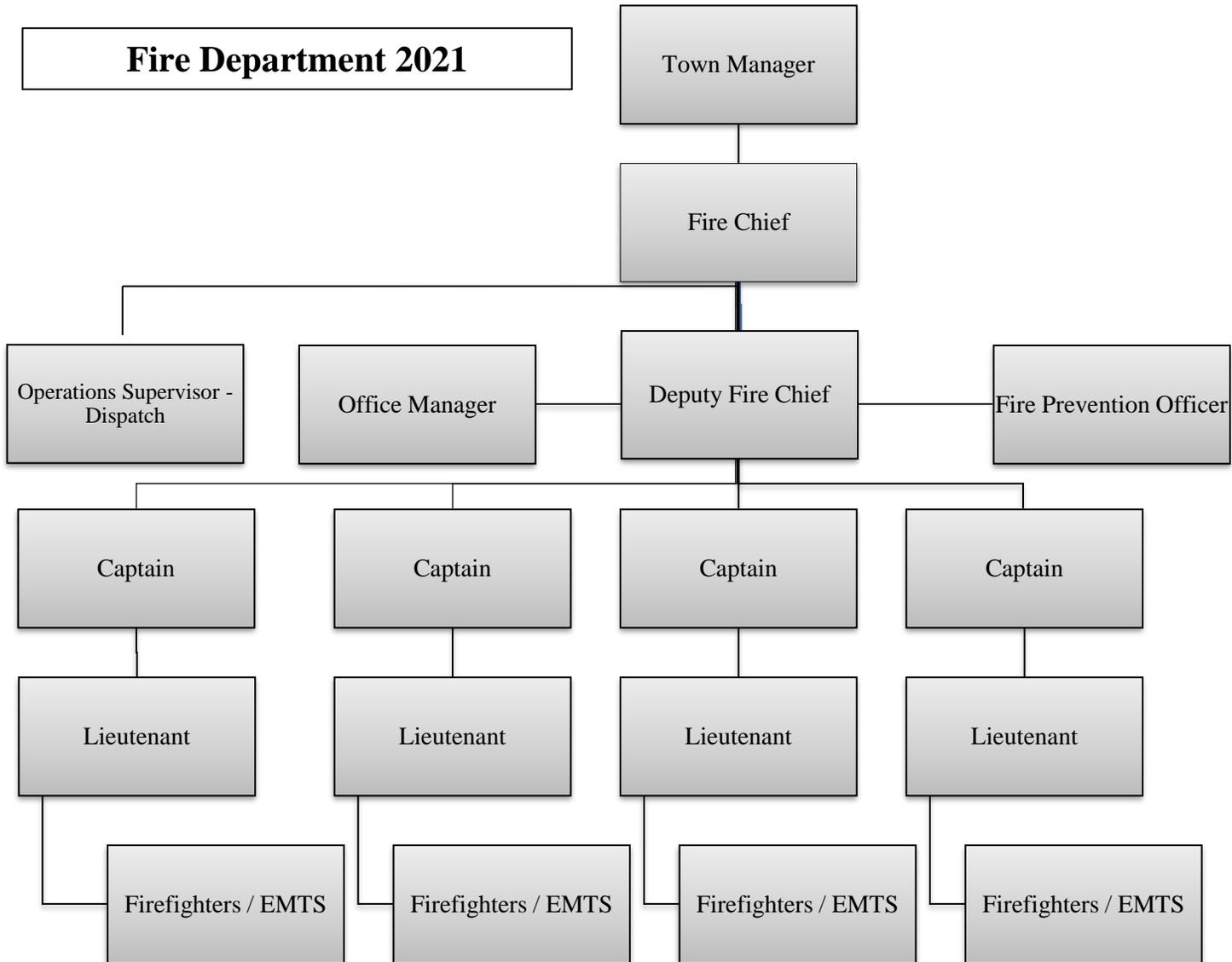
DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
PRE-EMPLOYMENT MEDICAL EXPENSES	1,530.80	1,432.00	3,000.00	1,500.00	3,060.00	3,121.00	4.75%	68.00
UNIFORM ALLOWANCES	27,398.87	34,375.00	32,000.00	30,800.00	33,950.00	31,450.00	-10.40%	(3,575.00)
ELECTRICITY	21,817.83	32,492.00	33,380.00	33,380.00	34,048.00	34,729.00	2.73%	888.00
NATURAL GAS	12,443.58	33,052.00	33,708.00	33,708.00	34,382.00	35,070.00	1.98%	656.00
WATER	4,266.83	3,000.00	4,250.00	4,250.00	4,335.00	4,422.00	41.67%	1,250.00
SEWER/SEPTIC	1,920.00	1,500.00	2,000.00	2,000.00	2,040.00	2,081.00	33.33%	500.00
BUILDING MAINTENANCE	21,962.17	18,500.00	22,000.00	18,500.00	22,440.00	22,889.00	0.00%	-
GROUNDS MAINTENANCE	1,793.94	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
VEHICLE MAINTENANCE	33,081.54	28,000.00	30,000.00	30,000.00	30,600.00	31,212.00	7.14%	2,000.00
EQUIPMENT MAINTENANCE	13,533.73	11,775.00	11,000.00	9,500.00	11,220.00	11,444.00	-19.32%	(2,275.00)
COMMUNICATIONS EQUIP	6,722.05	12,820.00	12,850.00	10,000.00	13,107.00	13,369.00	-22.00%	(2,820.00)
TRAINING & DEVELOPMENT	7,110.00	6,200.00	7,150.00	7,150.00	7,293.00	7,439.00	15.32%	950.00
POSTAGE	219.91	400.00	350.00	300.00	357.00	364.00	-25.00%	(100.00)
ADVERTISING-LEGAL	243.93	300.00	250.00	250.00	255.00	260.00	-16.67%	(50.00)
PRINTING SERVICES	-	100.00	150.00	100.00	153.00	156.00	0.00%	-
FIRE ALARM PURCHASED SERVICES	24,237.38	32,000.00	35,700.00	35,700.00	36,414.00	37,142.00	11.56%	3,700.00
GASOLINE	27,675.90	27,800.00	29,033.00	29,033.00	29,614.00	30,206.00	4.44%	1,233.00
OFFICE SUPPLIES	1,941.88	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
HARDWARE SUPPLIES	651.06	500.00	600.00	600.00	612.00	624.00	20.00%	100.00
PROTECTIVE CLOTHING	31,457.03	30,000.00	35,000.00	32,000.00	35,700.00	36,414.00	6.67%	2,000.00
BUILDING MAINTENANCE SUPPLIES	505.63	1,000.00	500.00	500.00	510.00	520.00	-50.00%	(500.00)
CUSTODIAL / CLEANING SUPPLIES	3,141.29	5,000.00	3,500.00	3,200.00	3,570.00	3,641.00	-36.00%	(1,800.00)
VEHICULAR PARTS & ACCESSORIES	32,027.56	30,319.00	30,000.00	26,500.00	30,600.00	31,212.00	-12.60%	(3,819.00)
VEHICULAR TIRES & TUBES	3,244.96	8,000.00	5,000.00	4,000.00	5,100.00	5,202.00	-50.00%	(4,000.00)
BOTTLED WATER	2,907.26	3,500.00	3,200.00	3,000.00	3,264.00	3,329.00	-14.29%	(500.00)
FIREFIGHTING SUPPLIES	16,839.02	17,000.00	18,500.00	17,000.00	18,870.00	19,247.00	0.00%	-
TRAVEL-MILEAGE	2,913.83	2,228.00	2,500.00	2,500.00	2,550.00	2,601.00	12.21%	272.00
MEETINGS & CONFERENCES	1,305.70	2,800.00	1,800.00	1,800.00	1,836.00	1,873.00	-35.71%	(1,000.00)
DUES & MEMBERSHIPS	6,570.08	24,682.00	14,925.00	14,925.00	15,224.00	15,528.00	-39.53%	(9,757.00)
ENCUMBRANCES	1,145.95							-
<b>CATEGORY TOTAL</b>	<b>310,609.71</b>	<b>371,775.00</b>	<b>375,346.00</b>	<b>355,196.00</b>	<b>384,164.00</b>	<b>388,667.00</b>	<b>-4.46%</b>	<b>(16,579.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>3,468,807.30</b>	<b>3,635,387.00</b>	<b>3,803,742.00</b>	<b>3,686,305.00</b>	<b>3,840,544.00</b>	<b>3,863,425.00</b>	<b>1.40%</b>	<b>50,918.00</b>

**Programs & Services:**

- The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. The normal staffing per 24-hour shift consists of one Captain, one Lieutenant, and seven to eight Firefighter/EMTs or Paramedics. We try to maintain a minimum of at least 2 Paramedics around the clock. The department provides immediate response to calls including; fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	EMT Stipend	Education	Holiday Pay	Total
Fire Chief	1.0	EXEM	153,427.00	2,600.00	3,836.00	18,443.00	7,081.00	185,387.00
Deputy Fire Chief	1.0	EXEM	107,002.00	2,600.00	2,675.00	16,451.00		128,728.00
Fire Prevention Officer	1.0	IAFF	84,210.00	1,600.00		3,475.00	3,549.00	92,834.00
Captain	4.0	IAFF	353,678.00	9,400.00		37,315.00	14,906.00	415,299.00
Lieutenant	4.0	IAFF	318,797.00	6,900.00		28,440.00	13,436.00	367,573.00
FF/ Medic / EMT	23.0	IAFF	1,486,535.00	21,750.00		76,375.00	62,651.00	1,647,311.00
Call Firefighters			2,000.00	500.00				2,500.00
Office Manager	1.0	OPEIU	66,865.00	850.00				67,715.00
Overtime			360,000.00					360,000.00
Holiday Overtime			43,462.00					43,462.00
Training Wages			20,300.00					20,300.00
<b>Total Personal Services</b>	<b>35.0</b>		<b>2,996,276.00</b>	<b>46,200.00</b>	<b>6,511.00</b>	<b>180,499.00</b>	<b>101,623.00</b>	<b>3,331,109.00</b>



## 241 Building Department

### Mission Statement:

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and By-Laws of the Town of Westford. To assist, to the best of our ability, all customers with the permitting process and any questions, concerns or complaints they may have.

### Goals:

- Continue to provide quality customer service
- Maintain and update the Building Department website
  - Provide updated information for contractors and residents on the new building code(s)
- To streamline the permitting work flow process to improve the entire application process.
- Investigate moving to an outside permitting program
- Update the Policy & Procedure Manual for the Building Department

### Description of Changes:

- The Building Commissioner retired in the fall of FY20. The Asst. Building Inspector has been temporarily appointed as the Building Commissioner leaving the Asst. Building Commissioner position vacant at this time.
- The coverage for full-time inspectors was increased due to inspectors receiving vacation, sick, and personal leave.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
BUILDING COMMISSIONER	89,298.57	91,085.00	92,907.00	92,907.00	94,765.00	94,765.00	2.00%	1,822.00
BUILDING COMMISSIONER COVERAGE			7,125.00	-	7,125.00	7,125.00		-
ASST BUILDING INSPECTOR	78,235.04	78,235.00	86,773.00	86,773.00	90,721.00	94,357.00	10.91%	8,538.00
WIRING INSPECTOR	55,289.40	47,607.00	48,560.00	48,560.00	49,525.00	49,525.00	2.00%	953.00
WIRING INSPECTOR COVERAGE		3,184.00	16,000.00	8,000.00	7,000.00	7,000.00	151.26%	4,816.00
GAS & PLUMBING INSPECTOR	59,956.81	53,658.00	48,325.00	48,325.00	49,290.00	49,290.00	-9.94%	(5,333.00)
GAS & PLUMBING COVERAGE			12,000.00	8,000.00	7,000.00	7,000.00		8,000.00
ZONING ENFORCEMENT INSPECTOR	27,802.36	34,666.00	35,357.00	35,357.00	36,068.00	36,068.00	1.99%	691.00
RECORDS SUPERVISOR II	61,052.27	65,435.00	66,497.00	66,497.00	67,828.00	67,828.00	1.62%	1,062.00
INTERN/DMS SUPPORT	4,449.26	8,466.00	16,530.00	8,500.00	16,861.00	16,861.00	0.40%	34.00
LONGEVITY	1,922.00	4,922.00	5,172.00	4,072.00	5,172.00	6,106.00	-17.27%	(850.00)
TRAVEL - MILEAGE	4,170.00	11,040.00	11,040.00	11,040.00	11,040.00	11,040.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>382,175.71</b>	<b>398,298.00</b>	<b>446,286.00</b>	<b>418,031.00</b>	<b>442,395.00</b>	<b>446,965.00</b>	<b>4.95%</b>	<b>19,733.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
VEHICLE MAINTENANCE	1,367.00	2,000.00	2,500.00	1,500.00	2,500.00	2,500.00	-25.00%	(500.00)
TRAINING & DEVELOPMENT	-	3,465.00	3,175.00	-	3,175.00	3,175.00	-100.00%	(3,465.00)
PRINTING SERVICES	45.00	300.00	300.00	100.00	300.00	300.00	-66.67%	(200.00)
MICROFILMING SERVICE (ARCHIVING)	4,703.76	4,200.00	4,500.00	4,500.00	4,500.00	4,600.00	7.14%	300.00
GASOLINE	668.20	650.00	670.00	670.00	680.00	690.00	3.08%	20.00
OFFICE SUPPLIES	477.39	400.00	500.00	500.00	500.00	500.00	25.00%	100.00
BOOKS & SUBSCRIPTIONS	25.45	750.00	1,500.00	750.00	750.00	750.00	0.00%	-
TRAVEL - MILEAGE	8,506.95	5,000.00	5,000.00	5,000.00	3,000.00	3,000.00	0.00%	-
MEETINGS & CONFERENCES	1,329.00	1,500.00	1,700.00	4,675.00	1,500.00	1,500.00	211.67%	3,175.00
DUES AND MEMBERSHIPS	979.58	900.00	1,060.00	1,060.00	1,100.00	1,250.00	17.78%	160.00
ENCUMBRANCES	462.02							-
<b>CATEGORY TOTAL</b>	<b>18,564.35</b>	<b>19,465.00</b>	<b>21,205.00</b>	<b>19,055.00</b>	<b>18,305.00</b>	<b>18,565.00</b>	<b>-2.11%</b>	<b>(410.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>400,740.06</b>	<b>417,763.00</b>	<b>467,491.00</b>	<b>437,086.00</b>	<b>460,700.00</b>	<b>465,530.00</b>	<b>4.63%</b>	<b>19,323.00</b>

**Programs & Services:**

**1) Baseline Functions**

- a) Issuance of permits
- b) Documenting inspections
- c) Addressing / house numbering; coordination with E-911
- d) FEMA / floodplain permitting
- e) ADA Coordinator and primary resource for MA Architectural Access Board
- f) Annual inspections of town facilities
- g) Monthly reports on permitting activity to Dodge Reports (Banker & Tradesman, etc.)

- h) Litigation support to Town Counsel
- i) Departmental accounting
- j) Compliance with public records law.
- k) Annual inspections of Public Assembly buildings
- l) Project reviews with property owners, tenants, etc.

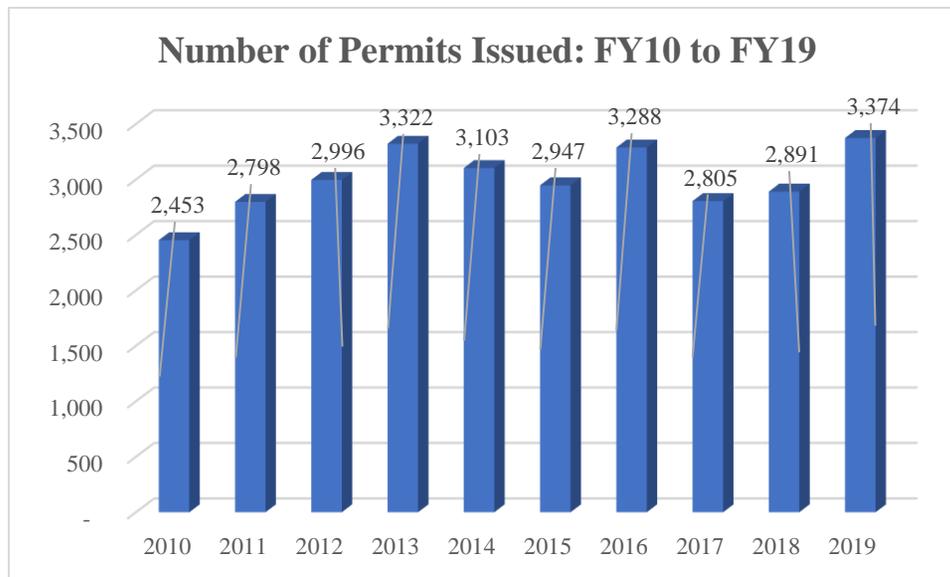
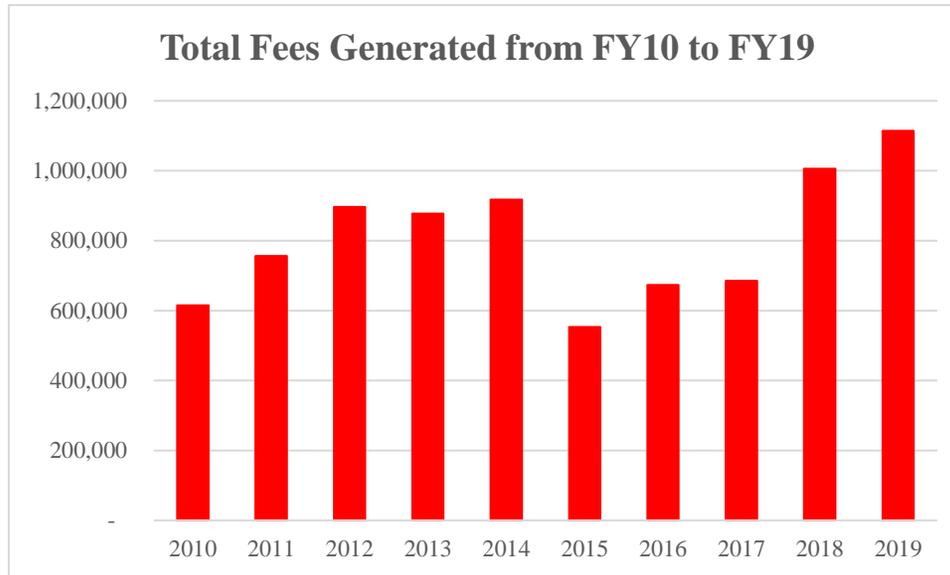
**2) Value Added**

- a) Online permitting
- b) Scanning and indexing documents to DMS
- c) Fee structure / fee waiver policy
- d) Tracking of permits for approvals from other departments

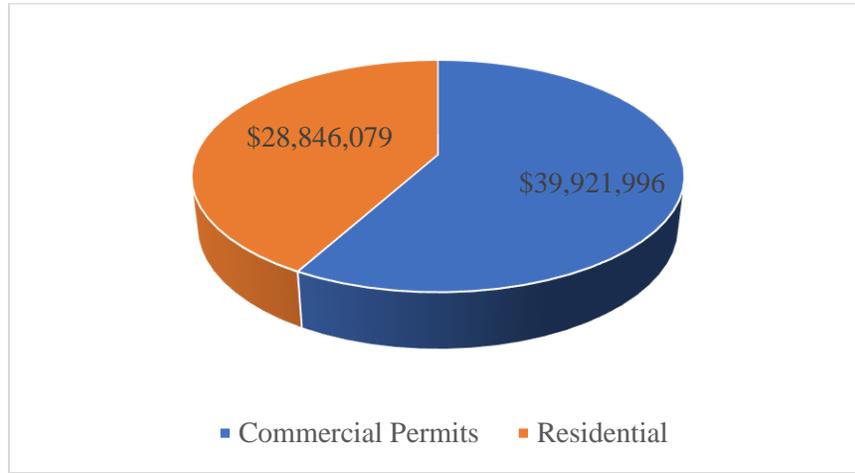
**Personnel:**

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	92,907.00			92,907.00
Assistant Building Inspector	1.0	OPEIU	86,773.00			86,773.00
Records Supervisor II	1.0	CWA	66,497.00	1,600.00		68,097.00
Wiring Inspector	0.7	NON	48,560.00	1,072.00	8,000.00	57,632.00
Gas & Plumbing Inspector	0.7	NON	48,325.00	1,400.00	8,000.00	57,725.00
Zoning Enforcement Officer	0.4	NON	35,357.00			35,357.00
Intern		NON	8,500.00			8,500.00
Travel - Mileage			11,040.00			11,040.00
<b>Total Personal Services</b>	<b>4.8</b>		<b>397,959.00</b>	<b>4,072.00</b>	<b>16,000.00</b>	<b>418,031.00</b>

**Other Metrics:**



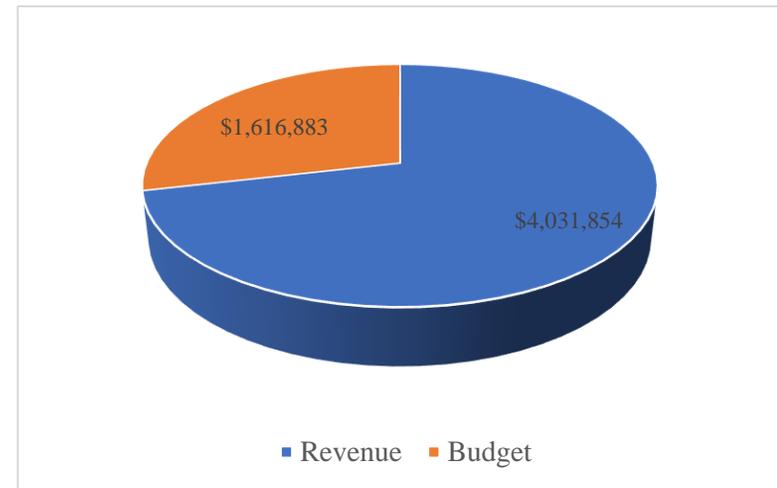
**Estimated Value of Work done in FY 2019: \$68,768,075**



**Actual Expenses and Revenues**

Year	Expense	Revenue
2015	\$292,760	\$553,515
2016	\$316,903	\$673,532
2017	\$303,874	\$684,753
2018	\$315,245	\$1,005,768
2019	\$388,101	\$1,114,286
<b>Total</b>	<b>\$1,616,883</b>	<b>\$4,031,854</b>

**The 5-Year Expense to Revenue Comparison**



### 244 Sealer of Weights & Measures

**Mission Statement:** The Sealer of Weights and Measures is committed to preserving and maintaining confidence in the accuracy of weighing, measuring, and scanning instruments used in commerce in the town of Westford.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CONTRACTED SERVICES	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>	<b>-</b>

**Description of Changes:** There are no changes to the FY21 budget.

**Programs & Services:** The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scale to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The Town Manager's office administers the collection of revenue for each inspection to offset the cost of providing this service.

The FY19 column in the table below represents all of the annual inspections that were conducted by the sealer during calendar year 2018. Electronic checkout inspections occur every other year and 2019 was a year with an inspection.

Program Metrics	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
Scale Inspections (Various sizes)	84	66	113	137	12
Fuel Meter Inspections	126	126	123	200	129
Electronic Checkout Scanner Inspections	0	0	48	0	0
Complaints Investigated	0	0	0	0	0
Revenue Collected	\$5,350	\$4,075	\$6,900	\$6,090	\$5,265

**291 Emergency Management****Mission Statement:**

To coordinate interdepartmental activities to prepare for, respond to, and recover from local emergencies and disasters.

**Description of Changes:**

The personal services budget is increased by the non-union COLA amount, and the expense budget is reduced by \$1,950 for FY21.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CO-DIRECTOR	4,392.00	4,480.00	4,570.00	4,570.00	4,661.00	4,661.00	2.01%	90.00
CO-DIRECTOR	4,392.00	4,480.00	4,570.00	4,570.00	4,661.00	4,661.00	2.01%	90.00
<b>CATEGORY TOTAL</b>	<b>8,784.00</b>	<b>8,960.00</b>	<b>9,140.00</b>	<b>9,140.00</b>	<b>9,322.00</b>	<b>9,322.00</b>	<b>2.01%</b>	<b>180.00</b>
<b>EXPENSES</b>								
VEHICLE MAINTENANCE	51.70	500.00	500.00	100.00	500.00	550.00	-80.00%	(400.00)
EQUIPMENT MAINTENANCE	-	350.00	400.00	100.00	400.00	450.00	-71.43%	(250.00)
COMMUNICATIONS EQUIP MAINT	161.52	1,650.00	1,650.00	500.00	1,650.00	1,650.00	-69.70%	(1,150.00)
POSTAGE	-	100.00	-	-	-	-	-100.00%	(100.00)
GASOLINE	-	-	-	-	-	-	-	-
CUSTODIAL / CLEANING SUPPLIES	-	-	-	-	-	-	-	-
VEHICULAR PARTS & ACCESSORIES	103.94	250.00	300.00	200.00	300.00	300.00	-20.00%	(50.00)
OTHER PUBLIC SAFETY SUPPLIES	4,058.85	1,500.00	1,500.00	1,500.00	1,600.00	1,600.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
ADDITIONAL EQUIPMENT	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>4,376.01</b>	<b>4,400.00</b>	<b>4,400.00</b>	<b>2,450.00</b>	<b>4,500.00</b>	<b>4,600.00</b>	<b>-44.32%</b>	<b>(1,950.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>13,160.01</b>	<b>13,360.00</b>	<b>13,540.00</b>	<b>11,590.00</b>	<b>13,822.00</b>	<b>13,922.00</b>	<b>-13.25%</b>	<b>(1,770.00)</b>

**Programs & Services:**

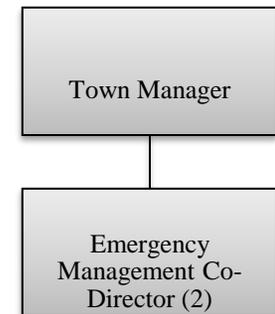
- Coordinates with the Town Manager, Department Heads, and community officials, and with any local or State, or Federal Agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.
- Coordinates and directs the planning, organization, control, and implementation of local emergency management activities. Such activities may include but shall not be limited to the development of a Comprehensive Emergency Management Plan (CEM Plan) and The Natural Disaster Mitigation Plan.
- Manages, operates and maintains the Emergency Operations Center (EOC) and Notification System.

- Coordinates, develops, and implements the CEM Plan for the Town of Westford. Updates the CEM Plan at least annually. Updates the SARA Title III Tier II reporting that pertains to Hazardous Materials, at least annually and reports that to the Local Emergency Planning Committee (LEPC).
- Prepares and submits an annual budget proposal and manages the administration of the approved emergency management budget. When the town is awarded Federal financial assistance, as a sub-grant recipient of funds made available through MEMA, the Emergency Management Directors will ensure the proper completion of Federal funding documents in exchange for the receipt of such funds (including the submission of quarterly reports to MEMA, required attendance at training classes, meetings and conferences/workshops.)
- Prepares and distributes disaster preparedness material to the citizens of the town, with the intent of offering an appropriate means of educating the community as to how they may prepare for and protect themselves from the consequences of such potentially dangerous disasters.
- Conducts public presentations and speeches at schools, special events, civic organizations, etc. (including public access television, radio and/or newspaper interviews or appearances) which would benefit the public's safety and enhance the community's awareness and preparedness for any potential emergency/disaster threat to this jurisdiction.
- Coordinates with all educational facilities to ensure that adequate disaster (Hazmat, thunderstorm, etc.) alerting, warning, and in-place sheltering procedures are developed, implemented and exercised.
- Coordinates the development and implementation of a Disaster Preparedness and Training for volunteers such as PART (Police Amateur Radio Team) and CERT (Community Emergency Response Team), specifically for the purpose of educating each of their responsibilities during emergency and/or disaster operations.
- Coordinates the actions and uses of jurisdictional assets during exercises and actual occurrences
- Report annually NIMS training and compliance to FEMA for continued federal funding to the town.
- Create and maintain Continuanace of Operation Plan (COOP).
- Attend Department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

Emergency Management  
2021

**Personnel:**

Position	FTE	Unit	Salary	Total
Co-Director		NON	4,570.00	4,570.00
Co-Director		NON	4,570.00	4,570.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>9,140.00</b>	<b>9,140.00</b>



**292 Animal Control**

**Mission Statement:**

The Animal Control department works to provide an atmosphere of safe coexistence between humans and wildlife by:

- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction with wildlife.

**Goals:**

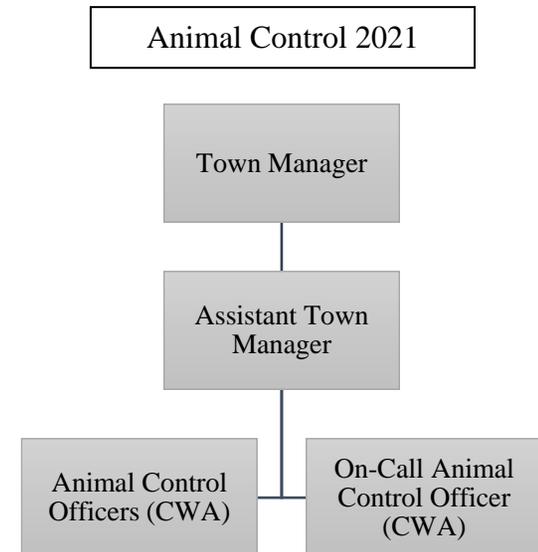
- Continue our commitment to customer service and help residents address animal control related issues
- Secure a pickup truck to provide a safe means for transporting diseased animals and responding to calls
- Establish agreement with surrounding community for housing animals, when required

**Description of Changes:**

The FY21 personnel budget was decreased \$20,166 based on FY19 actuals. We switched the department staffing from one full time benefited position to two part time non-benefited positions. We are continuing to monitor this change, but to date we have realized positive results and significant cost savings.

**Programs & Services:**

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.



DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ANIMAL CONTROL OFFICER	25,764.91	58,236.00	38,070.00	38,070.00	39,816.00	40,843.00	-34.63%	(20,166.00)
VACATION / SICK / EMERG.OVERTIME	4,362.23	4,000.00	20,000.00	10,000.00	20,000.00	20,000.00	150.00%	6,000.00
LONGEVITY	-							-
<b>CATEGORY TOTAL</b>	<b>30,127.14</b>	<b>62,236.00</b>	<b>58,070.00</b>	<b>48,070.00</b>	<b>59,816.00</b>	<b>60,843.00</b>	<b>-22.76%</b>	<b>(14,166.00)</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	395.00	670.00	875.00	875.00	875.00	875.00	30.60%	205.00
ELECTRICITY	259.65	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
WATER / SEWER	83.15	100.00	100.00	-	100.00	100.00	-100.00%	(100.00)
KENNEL MAINTENANCE	-	2,000.00	2,000.00	-	2,000.00	2,000.00	-100.00%	(2,000.00)
VEHICLE MAINTENANCE	1,008.71	1,000.00	1,000.00	100.00	1,000.00	1,000.00	-90.00%	(900.00)
GASOLINE	973.10	500.00	1,200.00	1,200.00	1,200.00	1,200.00	140.00%	700.00
OFFICE SUPPLIES	-	500.00	500.00	-	500.00	500.00	-100.00%	(500.00)
CUSTODIAL / CLEANING SUPPLIES	-	250.00	250.00	50.00	250.00	250.00	-80.00%	(200.00)
VETERINARY SERVICES	290.59	500.00	500.00	500.00	500.00	500.00	0.00%	-
ANIMAL CONTROL SUPPLIES	650.28	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
MEETINGS & CONFERENCES	550.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
DUES AND MEMBERSHIPS	-	80.00	80.00	80.00	80.00	80.00	0.00%	-
ENCUMBRANCES	732.58							-
<b>CATEGORY TOTAL</b>	<b>4,943.06</b>	<b>7,800.00</b>	<b>8,705.00</b>	<b>4,005.00</b>	<b>8,705.00</b>	<b>8,705.00</b>	<b>-48.65%</b>	<b>(3,795.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>35,070.20</b>	<b>70,036.00</b>	<b>66,775.00</b>	<b>52,075.00</b>	<b>68,521.00</b>	<b>69,548.00</b>	<b>-25.65%</b>	<b>(17,961.00)</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	0.5	CWA	38,070.00	-	38,070.00
Vacation / Sick / Emerg. OT			10,000.00		10,000.00
<b>Total Personal Services</b>	<b>0.5</b>		<b>48,070.00</b>	<b>-</b>	<b>48,070.00</b>

**294 Tree Warden**

**Mission Statement:** The Mission of the Westford Tree Warden is to protect, maintain and improve the health, beauty, quantity, diversity and vitality of Westford’s trees and manage public shade trees along the Town’s public ways and public areas while maintaining public safety, aesthetic quality and value of the Town’s trees for benefit of its citizens and future generations.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TREE WARDEN	2,176.00	2,220.00	2,265.00	2,265.00	2,311.00	2,311.00	2.03%	45.00
<b>CATEGORY TOTAL</b>	<b>2,176.00</b>	<b>2,220.00</b>	<b>2,265.00</b>	<b>2,265.00</b>	<b>2,311.00</b>	<b>2,311.00</b>	<b>2.03%</b>	<b>45.00</b>
<b>EXPENSES</b>								
CONTRACTED SERVICES	33,601.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
TOWN FOREST MGMT EXPENSES								-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>33,601.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>35,777.00</b>	<b>37,220.00</b>	<b>37,265.00</b>	<b>37,265.00</b>	<b>37,311.00</b>	<b>37,311.00</b>	<b>0.12%</b>	<b>45.00</b>

**Description of Changes:**

The amount allocated in the contracted services continues to be funded at \$35,000 due to budgetary constraints.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,220.00		2,220.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>2,220.00</b>	<b>-</b>	<b>2,220.00</b>

**Education**

**300 Westford Public Schools**

**Mission Statement:**

The Westford Public Schools will provide an excellent, free education to all students in the community. The school system will engage its students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. It will develop in its students the skills and attitudes that will enable them to be lifelong learners, to exercise sound judgment and to become responsible, contributing members of society.

To accomplish this mission, the Westford Public Schools will:

- Provide a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner
- Engage staff and administration in ongoing professional development
- Provide support services that meet the needs of each individual student
- Encourage the collaboration of parents, residents, and the greater Westford community.
- Practice reasonable and creative fiscal planning and management.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
OPERATING BUDGET	57,549,056.21	59,626,571.00	61,117,236.00	61,194,859.00	62,724,730.00	64,292,848.00	2.63%	1,568,288.00
STORMWATER UTILITY FEE			46,500.00	46,500.00	46,500.00	46,500.00		46,500.00
ENCUMBRANCES	440,991.39							
<b>DEPARTMENT TOTAL</b>	<b>57,990,047.60</b>	<b>59,626,571.00</b>	<b>61,163,736.00</b>	<b>61,241,359.00</b>	<b>62,771,230.00</b>	<b>64,339,348.00</b>	<b>2.71%</b>	<b>1,614,788.00</b>

**310 Nashoba Valley Technical High School**

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
NASHOBA TECH ASSESSMENT	828,888.00	1,000,697.00	1,025,714.00	1,078,168.00	1,105,122.00	1,132,750.00	7.74%	77,471.00
<b>DEPARTMENT TOTAL</b>	<b>828,888.00</b>	<b>1,000,697.00</b>	<b>1,025,714.00</b>	<b>1,078,168.00</b>	<b>1,105,122.00</b>	<b>1,132,750.00</b>	<b>7.74%</b>	<b>77,471.00</b>

**Description of Changes:**

The FY21 Nashoba Valley Technical High School budget currently includes a 2.5% increase. The budget will need to be modified in January 2020 after their budget is complete and their assessment has been distributed to the participating districts. In FY19, Westford's assessment increased by 20.72% based on an increase in the number of Westford students attending the school along with several other factors.

**Public Works**

**405 Department of Public Works**

**Mission Statement:** It is the mission of the Department of Public Works to provide executive and administrative support and oversight to the Highway Department, Engineering Department, Water Enterprise, and Stormwater Enterprise. Through sound management, teamwork, and innovation the Departments aims to provide quality, responsive, and dependable services that are consistent with Westford’s core values. We work to maximize the efficient, effective use of our resources to manage, protect, preserve, and improve the Town’s Roadways, Sidewalks, Bridges, Dams, Drinking Water, Wastewater, and Stormwater infrastructure and related assets.

**Description of Changes:** This will be a newly formed department. Similar to the finance and land use departments, we believe our town will benefit from having a consolidated department to oversee and coordinate our engineering, highway, tree warden, water, wastewater, and stormwater departments. Below is a chart showing the proposed personnel changes to establish the DPW, along with the associated funding allocations.

Position	Current Budget			Position	DPW Budget		
	GF%	WE%	SM%		GF%	WE%	SM%
				DPW Director	35%	50%	15%
Water Superintendent		95%	5%	Water Superintendent		100%	
Water Business Mgr.		95%	5%	DPW Business Mgr.	35%	50%	15%
Highway Office Mgr.	100%			DPW Office Mgr.	45%	50%	5%
Water Admin. Asst.		100%		DPW Admin. Asst.	45%	50%	5%

The DPW budget fits within the town’s proposed operating budget of a 2.17% increase. The cost of implementing the DPW is an increase of \$43,776 to the general fund, \$37,669 to the water enterprise, and \$26,137 to the stormwater enterprise. Through the creation of the DPW, we expect to find efficiencies in expenses across these departments, and possible efficiencies in personal services through attrition.

**Goals:**

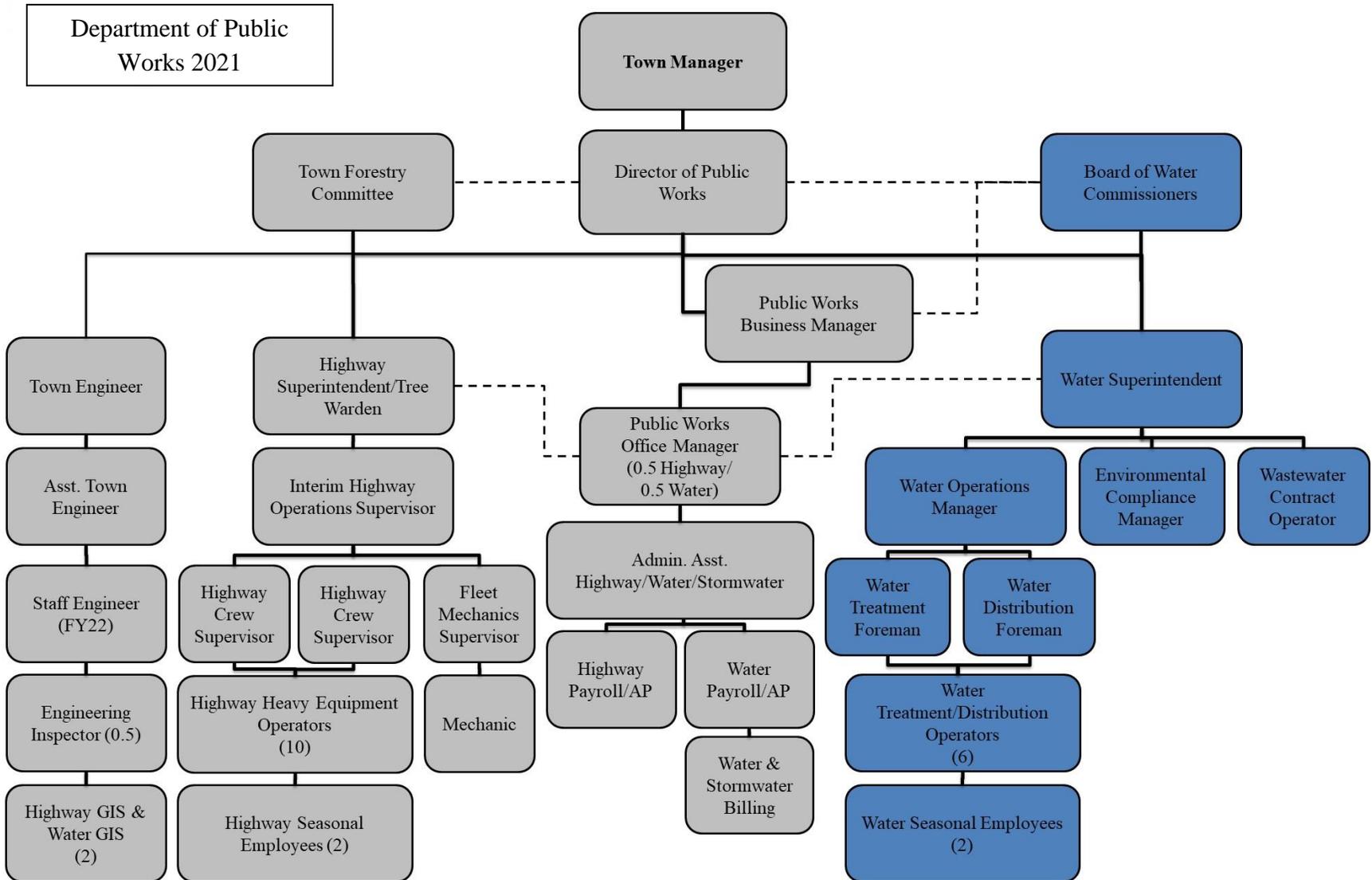
- Reduce costs and increase the efficiency and effectiveness of the Highway, Engineering, and Water Departments through better business practices, communication, and coordinated operations.

- Consolidate fiscal oversight and management of procurement, forecasting, budgeting, and payroll activities.
- Enhance the utilization of technology and existing GIS and Asset Maintenance Software for the purposes of planning, tracking, measuring, and optimizing operations and maintenance.
- Improve customer service, public information, and responsiveness to requests and complaints.
- Develop a comprehensive Capital Improvement Plan for Town-owned infrastructure, utilities, and related assets.
- Consolidate and coordinate the maintenance of the Town-owned vehicles and equipment.
- Implement the Stormwater Management Program, Enterprise Fund, and stormwater fee.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DPW DIRECTOR			132,600.00	132,600.00	135,252.00	135,252.00		132,600.00
DPW BUSINESS MANAGER			104,040.00	104,040.00	106,121.00	106,121.00		104,040.00
OFFICE MANAGER			66,864.00	66,864.00	68,201.00	68,201.00		66,864.00
LONGEVITY			4,300.00	4,300.00	4,300.00	4,300.00		4,300.00
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>-</b>	<b>307,804.00</b>	<b>307,804.00</b>	<b>313,874.00</b>	<b>313,874.00</b>		<b>307,804.00</b>
<b>EXPENSES</b>								
ADVERTISING			200.00	200.00	200.00	200.00		200.00
OFFICE SUPPLIES			200.00	200.00	200.00	200.00		200.00
TRAVEL-MILEAGE			100.00	100.00	100.00	100.00		100.00
MEETINGS & CONFERENCES								-
DUES AND MEMBERSHIPS								-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>-</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>		<b>500.00</b>
<b>DEPARTMENT TOTAL</b>	<b>-</b>	<b>-</b>	<b>308,304.00</b>	<b>308,304.00</b>	<b>314,374.00</b>	<b>314,374.00</b>		<b>308,304.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
DPW Director	1.0	NON	132,600.00	850.00	133,450.00
DPW Business Manager	1.0	NON	104,040.00	850.00	104,890.00
DPW Office Manager	1.0	OPEIU	66,864.00	2,600.00	69,464.00
<b>Total Personal Services</b>	<b>3.0</b>		<b>303,504.00</b>	<b>4,300.00</b>	<b>307,804.00</b>



## 410 Engineering

### Mission Statement:

The Engineering Department is committed to working with other departments to discover and identify infrastructure deficiencies that cause hardship, inconvenience or expense to the town and its inhabitants, and will provide effective solutions that resolve or preclude those deficiencies.

### Goals:

- Assist in implementing new stormwater enterprise fund, budget, credits and fee assessment.
- Satisfy the new State and Federal stormwater permit requirements.
- Work with Pedestrian Safety Committee to complete the design of a sidewalk connection on Carlisle Road between Littleton Road and Lyberty Way.
- Assist MassDOT with the completion of the Dunstable Road at Groton Road Intersection Improvement Project.
- Complete the design and bidding phases of the Moore Road, Oak Hill Road and Plain Road Infrastructure Improvement Project.
- Acquire property rights for the construction of the Moore Road, Oak Hill Road and Plain Road Infrastructure Improvement Project.
- Continue design for Boston Road Reconstruction Project, including drainage and water distribution improvements and pedestrian and bicycle safety improvements between the Town Center and Blake's Hill Road.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Complete design for the Beaver Brook Bridge Improvement Project at Beaver Brook Road scheduled for construction in 2022.
- Continue to assist the Highway Department with operating and implementing a pavement management program.

### Description of Changes:

The Project Inspector / Facilities Technician was moved from the Engineering budget to the Stormwater Enterprise budget. The expense budget was reduced by \$1,000 based on actual expenditures in previous years.

### Programs & Services:

The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN ENGINEER	108,049.26	111,864.00	114,101.00	114,101.00	116,383.00	116,383.00	2.00%	2,237.00
ASST TOWN ENGINEER	92,527.24	95,794.00	97,710.00	97,710.00	99,664.00	99,664.00	2.00%	1,916.00
PROJECT INSPECTOR - FACILITIES TECH	38,967.76	40,487.00	41,296.00	-	42,122.00	42,122.00	-100.00%	(40,487.00)
LONGEVITY	1,875.00	2,375.00	2,375.00	1,950.00	2,375.00	2,500.00	-17.89%	(425.00)
<b>CATEGORY TOTAL</b>	<b>241,419.26</b>	<b>250,520.00</b>	<b>255,482.00</b>	<b>213,761.00</b>	<b>260,544.00</b>	<b>260,669.00</b>	<b>-14.67%</b>	<b>(36,759.00)</b>
<b>EXPENSES</b>								
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%	-
EQUIPMENT MAINTENANCE	705.90	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENGINEERING SERVICES	-	2,000.00	2,000.00	1,000.00	2,000.00	2,000.00	-50.00%	(1,000.00)
ADVERTISING	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
GASOLINE	-	-	-	-	-	-	-	-
OFFICE SUPPLIES	1,552.96	850.00	850.00	850.00	850.00	850.00	0.00%	-
BOOKS & SUBSCRIPTIONS	585.47	250.00	250.00	250.00	250.00	250.00	0.00%	-
TRAVEL-MILEAGE	134.56	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	180.95	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DUES AND MEMBERSHIPS	1,166.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
EQUIPMENT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>4,325.84</b>	<b>8,910.00</b>	<b>8,910.00</b>	<b>7,910.00</b>	<b>8,910.00</b>	<b>8,910.00</b>	<b>-11.22%</b>	<b>(1,000.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>245,745.10</b>	<b>259,430.00</b>	<b>264,392.00</b>	<b>221,671.00</b>	<b>269,454.00</b>	<b>269,579.00</b>	<b>-14.55%</b>	<b>(37,759.00)</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	114,101.00	1,100.00	115,201.00
Assistant Town Engineer	1.0	NON	97,710.00	850.00	98,560.00
<b>Total Personal Services</b>	<b>2.0</b>		<b>211,811.00</b>	<b>1,950.00</b>	<b>213,761.00</b>

## 421 Highway Department

### Mission Statement:

The Highway Department is a professional team dedicated to enhancing the quality of life in Westford and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure. We are committed to public safety and providing the highest level of service to the community. It is our mission to efficiently manage and maintain the Town's infrastructure system to provide for the safe, convenient and efficient movement of traffic and pedestrians at the lowest cost and best value.

### Goals:

- To support the Town Manager in streamlining and simplifying of Highway Operations and functions to ensure the best use of staff, reduce costs and increase efficiencies, while maintaining the quality of service to the public.
- To work with the Pedestrian Safety Committee, Police, Fire, Engineering, Board of Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
- To continue to provide the Highway Department employees with the safest possible work place to prevent injuries and property loss and to maximize insurance company savings through their loss prevention reward program.

### Description of Changes:

The Highway Department budgets for 22 weeks of the salary for winter snow removal for seven shared employees, and the 491 Cemetery and 650 Parks & Grounds budget funds the remaining 30.2 weeks. The WPWA agreement is not reflected in the FY20 or FY21 budget as their agreement expired on June 30, 2019. The Highway Superintendent requested three additional heavy equipment operators, with one position to be shared with the Parks Department, and one position to be shared with the Parks Department and Stormwater Enterprise. Due to budget constraints, only the request for the Highway/Parks & Grounds/Stormwater Enterprise position could be filled at this time. Lastly, the salary and longevity for the Office Manager was transferred to the newly formed Director of Public Works budget.

The overall expense line item reduced by \$71,244. The following stormwater related expenses were transferred from the Highway Department to the Stormwater Enterprise: Special Details \$11,000, Vehicle Maintenance \$28,806, Equipment Maintenance \$1,260, Drainage Maintenance \$34,000, Contracted Services \$8,000, Diesel Fuel/Gas \$2,200. The total of the expenses transferred to the Stormwater Enterprise is \$85,266.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
HIGHWAY SUPERINTENDENT	110,856.70	114,770.00	117,065.00	117,065.00	119,407.00	119,407.00	2.00%	2,295.00
OFFICE MANAGER	63,093.57	65,805.00					-100.00%	(65,805.00)
ADMINISTRATIVE ASSISTANT	52,435.84	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%	871.00
CREW SUPERVISORS	155,483.90	156,472.00	155,978.00	155,978.00	155,978.00	155,978.00	-0.32%	(494.00)
OPERATIONS SUPERVISOR	80,080.00	80,696.00	80,388.00	73,540.00	75,774.00	78,029.00	-8.87%	(7,156.00)
MECHANICS SUPERVISOR	69,742.45	70,279.00	70,011.00	70,011.00	70,011.00	70,011.00	-0.38%	(268.00)
PARKS SUPERVISOR	29,506.41	29,507.00	29,507.00	29,507.00	29,507.00	29,507.00	0.00%	-
CEMETERY SUPERVISOR	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	0.00%	-
MECHANIC	48,442.84	55,146.00	56,585.00	56,585.00	58,297.00	60,030.00	2.61%	1,439.00
EQUIPMENT OPERATORS / LABORERS	609,604.23	702,143.00	772,813.00	706,922.00	761,195.00	766,851.00	0.68%	4,779.00
SEASONAL STAFF	15,422.26	20,000.00	21,013.00	21,013.00	31,032.00	31,032.00	5.07%	1,013.00
OVERTIME - WEEKEND CALL	35,346.00	37,223.00	37,223.00	37,223.00	37,223.00	37,223.00	0.00%	-
OTHER OVERTIME	32,882.60	32,000.00	31,032.00	31,032.00	21,013.00	21,013.00	-3.03%	(968.00)
DEPARTMENTAL STIPENDS	41,720.00	58,440.00	62,040.00	56,440.00	62,040.00	62,040.00	-3.42%	(2,000.00)
LONGEVITY	21,275.00	22,625.00	22,875.00	17,675.00	20,275.00	22,725.00	-21.88%	(4,950.00)
INCEN/SICK LEAVE/VACATION BUYBACK	4,560.64							-
<b>CATEGORY TOTAL</b>	<b>1,397,600.44</b>	<b>1,526,154.00</b>	<b>1,538,449.00</b>	<b>1,454,910.00</b>	<b>1,524,768.00</b>	<b>1,536,862.00</b>	<b>-4.67%</b>	<b>(71,244.00)</b>

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
SPECIAL DETAILS	56,661.72	55,000.00	55,000.00	44,000.00	55,000.00	55,000.00	-20.00%	(11,000.00)
UNIFORM ALLOWANCES	15,917.21	21,000.00	21,875.00	21,000.00	21,875.00	21,875.00	0.00%	-
ELECTRICITY	35,174.96	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	0.00%	-
NATURAL GAS	26,615.04	26,500.00	26,500.00	26,500.00	26,500.00	26,500.00	0.00%	-
WATER	4,037.38	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
BUILDING MAINTENANCE	27,232.63	33,500.00	33,500.00	28,000.00	33,500.00	33,500.00	-16.42%	(5,500.00)
ROAD MAINTENANCE	39,797.15	70,000.00	70,000.00	50,000.00	70,000.00	70,000.00	-28.57%	(20,000.00)
VEHICLE MAINTENANCE	173,310.14	178,635.00	178,635.00	149,829.00	178,635.00	178,635.00	-16.13%	(28,806.00)
EQUIPMENT MAINTENANCE	55,184.54	55,500.00	55,500.00	54,240.00	55,500.00	55,500.00	-2.27%	(1,260.00)
PHONE ALLOWANCE	4,023.92	5,400.00	5,400.00	5,400.00	5,400.00	5,400.00	0.00%	-
COMMUNICATIONS EQUIPMENT MAINTENANC	3,919.16	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
BLD MAINT SVCS - HVAC	7,191.26	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BLD MAINT SVCS - ELEVATOR	2,169.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
BLD MAINT SVCS - FIRE/ALARM	6,232.06	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRAINAGE MAINTENANCE	42,863.85	34,000.00	34,000.00	-	34,000.00	34,000.00	-100.00%	(34,000.00)
SIDEWALK MAINTENANCE	1,523.40	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRAFFIC LINES / CROSSWALK MAINTENANCE	7,479.67	34,500.00	34,500.00	34,500.00	34,500.00	34,500.00	0.00%	-
SIGNAL MAINTENANCE	2,879.17	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
BRUSH CHIPPING SERVICES	2,554.69	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DAM REPAIR	1,445.50	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DRUG AND ALCOHOL TESTING	1,155.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAINING & DEVELOPMENT	2,721.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CONTRACTED SERVICES	14,367.00	8,000.00	8,000.00	-	8,000.00	8,000.00	-100.00%	(8,000.00)
ADVERTISING	3,971.07	800.00	800.00	800.00	800.00	800.00	0.00%	-
DIESEL FUEL	41,055.40	44,000.00	44,000.00	39,800.00	44,000.00	44,000.00	-9.55%	(4,200.00)
OFFICE SUPPLIES	2,744.82	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
SIGNS / POSTS SUPPLIES	8,412.08	11,000.00	11,000.00	9,000.00	11,000.00	11,000.00	-18.18%	(2,000.00)
RESURFACE MATERIAL	61,405.66	60,000.00	77,000.00	60,000.00	77,000.00	77,000.00	0.00%	-
OTHER PUBLIC WORKS SUPPLIES	13,997.07	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
MEETINGS & CONFERENCES	3,754.60	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
DUES AND MEMBERSHIPS	395.00	443.00	443.00	443.00	443.00	443.00	0.00%	-
APPROVED SPECIAL EXPENSES		211,962.00						
ENCUMBRANCES	32,388.16							-
<b>CATEGORY TOTAL</b>	<b>702,579.31</b>	<b>933,040.00</b>	<b>738,953.00</b>	<b>606,312.00</b>	<b>738,953.00</b>	<b>738,953.00</b>	<b>-12.30%</b>	<b>(114,766.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>2,100,179.75</b>	<b>2,459,194.00</b>	<b>2,277,402.00</b>	<b>2,061,222.00</b>	<b>2,263,721.00</b>	<b>2,275,815.00</b>	<b>-7.56%</b>	<b>(186,010.00)</b>

**Programs & Services:**

The Highway Department provides maintenance and improvement to approximately 153+ miles of town roads. Some responsibilities of the Highway Department include: maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and storm water drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, maintaining nine town owned bridges and three dams. In addition to these tasks, the Highway Department also works as agents of the Tree Warden, maintaining all shade trees within the town's right-of-ways.

The Highway Department consists of 25 employees and two to four seasonal summertime employees. The department has at its disposal approximately 50 major pieces of equipment with attachments with a value in excess of \$4 million to accomplish its work. The amount of equipment used by the Highway Department is a result of the variety of types of work undertaken.

**Additional Information:**

In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980s the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 6 employees for Parks & Grounds and 2 employees for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends</b>	<b>Total</b>
Highway Superintendent	1.0	EXEM	117,065.00	2,100.00		119,165.00
Administrative Assistant	1.0	CWA	54,771.00	600.00		55,371.00
Crew Supervisor	2.4	WPWA	155,978.00	3,750.00		159,728.00
Operations Supervisor	1.0	WPWA	73,540.00	2,100.00		75,640.00
Mechanics Supervisor	1.0	WPWA	70,011.00	850.00		70,861.00
Parks Supervisor	0.4	WPWA	29,507.00	1,300.00		30,807.00
Cemetery Supervisor	0.4	WPWA	27,148.00	1,050.00		28,198.00
Mechanic	1.0	WPWA	56,585.00			56,585.00
Equipment Operators	12.1	WPWA	706,922.00	5,925.00		712,847.00
Seasonal Staff/OT			21,013.00			21,013.00
Weekend Call			37,223.00			37,223.00
Other Overtime			31,032.00			31,032.00
Departmental Stipends					56,440.00	56,440.00
<b>Total Personal Services</b>	<b>20.3</b>		<b>1,380,795.00</b>	<b>17,675.00</b>	<b>56,440.00</b>	<b>1,454,910.00</b>

**423 Snow & Ice**

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
EMERGENCY OVERTIME	248,899.67	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>248,899.67</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>EXPENSES</b>								
EQUIPMENT MAINTENANCE	-							
CONTRACTED SNOW REMOVAL	107,382.20	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
GASOLINE	25,891.72	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
PLOW BLADES	1,065.84							-
SAND AND SALT	416,468.31	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
SUPPLEMENTAL EXPS	-							-
<b>CATEGORY TOTAL</b>	<b>550,808.07</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>799,707.74</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>0.00%</b>	<b>-</b>

**Description of Changes:**

By statute, the Town is allowed to overspend the snow & ice budget. In Fiscal Year 2019, the Town appropriated an additional \$400,000 in free cash at the March 2017 Annual Town Meeting to fund the excess expenditures. In FY20 and FY21, we currently have an additional \$400,000 earmarked in free cash to fund any deficit that occurs. The Department of Revenue recommended that we no longer pay for equipment maintenance or plow blades from the snow & ice budget, so \$50,000 has been earmarked in the 421 Highway Department Budget to cover those costs.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Emergency Overtime			76,000.00		76,000.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>76,000.00</b>	<b>-</b>	<b>76,000.00</b>

**424 Street Lights**

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY STREET LIGHTS	114,693.31	40,000.00	100,000.00	100,000.00	100,000.00	100,000.00	150.00%	60,000.00
STREET LIGHT MAINTENANCE	7,361.55	14,500.00	14,500.00	14,500.00	14,500.00	14,500.00	0.00%	-
BILL OF PRIOR YEAR								-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>122,054.86</b>	<b>54,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>110.09%</b>	<b>60,000.00</b>
<b>DEPARTMENT TOTAL</b>	<b>122,054.86</b>	<b>54,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>110.09%</b>	<b>60,000.00</b>

**Description of Changes:**

There are no changes in the FY21 budget.

**Programs & Services:**

In FY18, Town Meeting authorized funding to purchase all of street light assets that were installed throughout Westford, which were previously owned and operated by National Grid. The town applied for and received two state grants in the amount of \$302,278 and received an additional \$85,189 in National Grid utility incentives to assist with the retrofitting costs associated with this project. The town officially took over ownership of the streetlight assets in October 2018 and has been responsible for all necessary maintenance and repair services required since this time. The town is still working with National Grid to process the final street light tariff rate adjustment to reflect the ownership change and conversion to LED fixtures, therefore the town will be due a significant credit on our accounts once this process is complete. National Grid has estimated that this process may take anywhere from 12 to 18 months as a result of many cities and towns purchasing their street light assets.

**427 Stormwater Management**

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
STREET WASTE DISPOSAL SERV	17,743.28	24,500.00					-100.00%	(24,500.00)
TESTING / WATER QUALITY SERV	-	-						-
ENGINEERING SERVICES	4,908.36	5,000.00					-100.00%	(5,000.00)
SYSTEM UPGRADE SERVICES	21,744.70	8,000.00					-100.00%	(8,000.00)
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>44,396.34</b>	<b>37,500.00</b>	-	-	-	-	<b>-100.00%</b>	<b>(37,500.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>44,396.34</b>	<b>37,500.00</b>	-	-	-	-	<b>-100.00%</b>	<b>(37,500.00)</b>
<b>HIGHWAY DEPARTMENT TOTAL</b>	<b>3,066,338.69</b>	<b>2,951,194.00</b>	<b>2,791,902.00</b>	<b>2,575,722.00</b>	<b>2,778,221.00</b>	<b>2,790,315.00</b>	<b>-5.54%</b>	<b>(163,510.00)</b>

**Description of Changes:**

With the vote at the October 28, 2019 Annual Town Meeting to establish a stormwater enterprise, all of the expenses previously in the 427 Stormwater budget were transferred to the 650 Stormwater Enterprise budget.

**Programs & Services:**

See the Stormwater Enterprise for further information.

**432 Recycling**

**Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of the financial and environmental impacts of recycling.
2. Provide opportunities for non-curbide recycling.
3. Educate residents on options to reduce, reuse, repurpose, and recycle.
4. Implement programs that encourage diversion from the trash.

**Description of Changes:**

Recycling tonnage decreased by 98.6 tons or 3.8% in FY2019 vs FY2018. On July 1, 2019, Westford began using Waste Management, Inc. as its curbside recycling vendor. In addition to the flat curbside collection fee, the town is also being charged a “blended rate variable” disposal fee based on the tonnage of recyclables collected. The expense for FY20 is expected to be \$208,000. However, fluctuations in the market can lead to this expense increasing or decreasing, and the town may need to seek a supplement to this budget if the market continues to be unfavorable. In October of 2019, Special Town Meeting approved an \$98,584 supplemental to the recycling budget because the processing cost for recyclables exceeded \$93 per ton. In addition to the “blended rate variable” fee, the town also has a fuel surcharge or credit if gasoline rises above \$3.15 per gallon. The Town signed a 5-year contract with Waste Management through June 30, 2024. Changing vendors from Republic Services to Waste Management saved the town approximately \$500,000 over that time.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CURBSIDE COLLECTION-RECYCLING	405,790.87	485,004.00	499,572.00	499,572.00	515,048.00	531,027.00	3.00%	14,568.00
DISPOSAL SERVICES	158,872.90	230,500.00	214,240.00	214,240.00	220,667.00	227,287.00	-7.05%	(16,260.00)
FUEL SURCHARGE/CREDIT	14,801.86	-						-
HAZARDOUS WASTE DISPOSAL	8,878.00		15,000.00	10,000.00		15,000.00		10,000.00
FORMS-PRINTING	-	2,600.00					-100.00%	(2,600.00)
ENCUMBRANCES	51,470.14							-
<b>CATEGORY TOTAL</b>	<b>639,813.77</b>	<b>718,104.00</b>	<b>728,812.00</b>	<b>723,812.00</b>	<b>735,715.00</b>	<b>773,314.00</b>	<b>0.79%</b>	<b>5,708.00</b>
<b>DEPARTMENT TOTAL</b>	<b>639,813.77</b>	<b>718,104.00</b>	<b>728,812.00</b>	<b>723,812.00</b>	<b>735,715.00</b>	<b>773,314.00</b>	<b>0.79%</b>	<b>5,708.00</b>

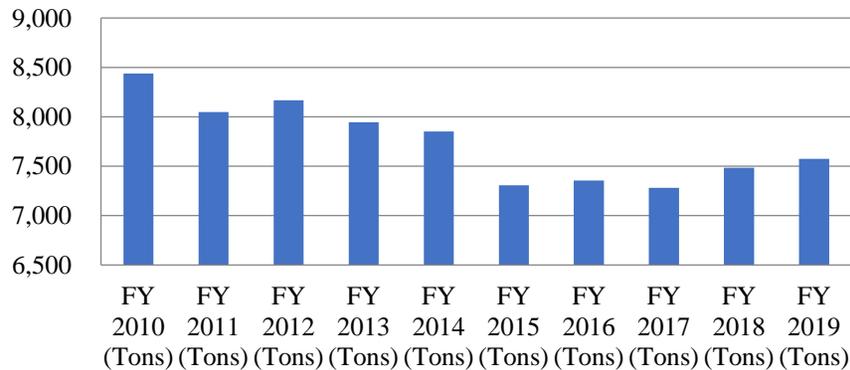
**Programs & Services:**

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions’ website at <https://www.westfordma.gov/408/Recycling-Commission> for a schedule of events.

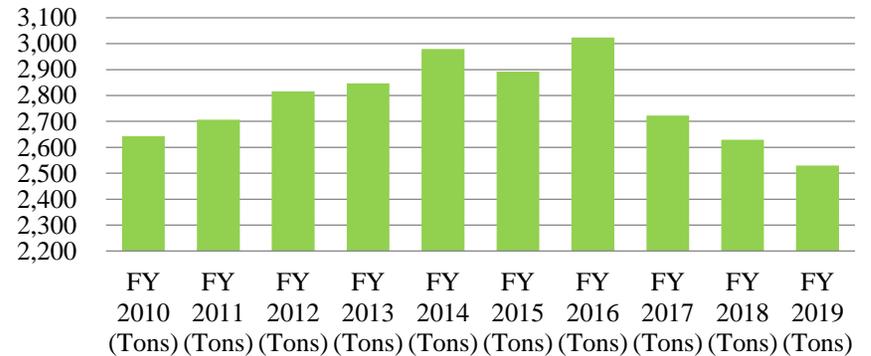
**Capturing the Savings:**

Westford had an increase of 90 tons of trash in FY 2019, a 1.2% increase, resulting in an incremental cost of \$12,842 compared to the previous year. Recycling tonnage decreased by 93.4 tons or 3.4% over the same period. The overall trend for trash tonnage shows a reduction in trash generation by residents whereas the recycling data shows a positive trend with an increase of recycling activity over the last 10 years.

**Westford Trash Data (Tons) from (2010 - 2019)**



**Westford Recycling Data (Tons) from (2010 - 2019)**



**433 Solid Waste**

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CURBSIDE COLLECTION-SOLID WASTE	649,746.50	667,500.00	688,000.00	688,000.00	750,000.00	800,000.00	3.07%	20,500.00
NESWC FEES	535,528.82	579,000.00	571,905.00	571,905.00	593,352.00	615,603.00	-1.23%	(7,095.00)
LANDFILL MONITORING SUPPLIES	9,956.15	10,000.00	11,500.00	11,500.00	11,500.00	11,500.00	15.00%	1,500.00
ENCUMBRANCES	208.40							
<b>CATEGORY TOTAL</b>	<b>1,195,439.87</b>	<b>1,256,500.00</b>	<b>1,271,405.00</b>	<b>1,271,405.00</b>	<b>1,354,852.00</b>	<b>1,427,103.00</b>	<b>1.19%</b>	<b>14,905.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,195,439.87</b>	<b>1,256,500.00</b>	<b>1,271,405.00</b>	<b>1,271,405.00</b>	<b>1,354,852.00</b>	<b>1,427,103.00</b>	<b>1.19%</b>	<b>14,905.00</b>

**Description of Changes:**

In 2013, Westford joined with seven other communities (Bedford, Burlington, Chelmsford, Dracut, North Reading, Tewksbury, and Tyngsboro) to negotiate a reduced waste disposal tipping fee. In FY19, the tipping fees increased from \$70.00 per ton to \$70.70 per ton. On July 1, 2019 and July 1, 2020, the tipping fee shall be subject to an increase over the previous contract year’s tipping fee by a percentage positive increase, if any, in the Consumer Price Index, for All Urban Consumers Boston-Brockton-Nashua, MA-NH-ME-CT All Items (“CPI-U”), published by the U.S. Department of Labor, Bureau of Statistics from the preceding year. The percentage change in the CPI-U shall be calculated using the change from November of the current year compared to November of the prior year, but not to exceed 3.75% per year.

Westford had an increase of 90 tons of trash in FY2019 compared to the previous year. This is a 1.2% increase in trash during this period which resulted in an additional tipping fee expense of \$12,842.

**Programs & Services:**

This budget funds the contract with Acme Waste Services for weekly curbside refuse collection and the disposal costs (also known as “tipping fees”) charged for each ton delivered to the incinerator company.

<b>Solid Waste Tonnage – FY10 to FY19</b>	
Fiscal Year 2010	8,439 tons
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons
Fiscal Year 2016	7,354 tons
Fiscal Year 2017	7,280 tons
Fiscal Year 2018	7,485 tons
Fiscal Year 2019	7,575 tons

## 442 Wastewater Treatment Management

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
CENTER SEWER SYSTEM MAINTENANCE	5,951.81	4,000.00	6,000.00	6,000.00	6,150.00	6,304.00	50.00%	2,000.00
ABBOT REPAIRS & SERVICES	3,665.40	10,000.00	10,000.00	5,000.00	10,000.00	10,000.00	-50.00%	(5,000.00)
ABBOT BUILDING MAINTENANCE SVCS - SEPT	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
ABBOT SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
ABBOT MONITORING / TESTING SERVICES	3,618.03	4,134.00	3,989.00	3,989.00	4,188.00	4,293.00	-3.51%	(145.00)
ABBOT CONTRACTED SERVICES	25,181.96	27,920.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.56%	(157.00)
ABBOT SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
BLANCHARD REPAIRS & SERVICES	11,637.37	12,500.00	12,500.00	12,000.00	12,500.00	12,500.00	-4.00%	(500.00)
BLANCHARD BUILDING MAINTENANCE SVCS	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
BLANCHARD SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
BLANCHARD MONITORING / TESTING SERVICE	5,045.82	4,831.00	5,563.00	5,563.00	5,841.00	5,987.00	15.15%	732.00
BLANCHARD CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
BLANCHARD SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
STONY BROOK REPAIRS & SERVICES	8,378.71	10,000.00	10,000.00	9,000.00	10,000.00	10,000.00	-10.00%	(1,000.00)
STONY BROOK BUILDING MAINTENANCE SVC	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
STONY BROOK SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
STONY BROOK MONITORING / TESTING SERVICE	13,084.49	13,591.00	14,426.00	14,426.00	15,147.00	15,526.00	6.14%	835.00
STONY BROOK CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
STONY BROOK SEPTIC SUPPLIES	565.13	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
WA REPAIRS & SERVICES	19,095.54	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%	-
WA BUILDING MAINTENANCE SVCS - SEPTIC	3,099.32	3,436.00	3,417.00	3,417.00	3,588.00	3,678.00	-0.55%	(19.00)
WA SLUDGE PUMPING & REMOVAL	4,068.96	4,366.00	4,486.00	4,486.00	4,710.00	4,828.00	2.75%	120.00
WA MONITORING / TESTING SERVICES	22,688.04	22,260.00	25,014.00	25,014.00	26,265.00	26,922.00	12.37%	2,754.00
WA CONTRACTED SERVICES	25,181.96	27,921.00	27,763.00	27,763.00	29,151.00	29,880.00	-0.57%	(158.00)
WA SEPTIC SUPPLIES	565.10	627.00	623.00	623.00	654.00	670.00	-0.64%	(4.00)
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>224,826.66</b>	<b>239,215.00</b>	<b>245,148.00</b>	<b>238,648.00</b>	<b>255,003.00</b>	<b>260,256.00</b>	<b>-0.24%</b>	<b>(567.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>224,826.66</b>	<b>239,215.00</b>	<b>245,148.00</b>	<b>238,648.00</b>	<b>255,003.00</b>	<b>260,256.00</b>	<b>-0.24%</b>	<b>(567.00)</b>

**Description of Changes:** In FY14, the Water Enterprise assumed management responsibility of the school waste water treatment plants. Overall, the FY21 budget is decreasing by 0.24% to fund maintenance and operations contracts.

## 491 Cemetery

### Mission Statement:

The mission of the Cemetery Department is to operate, maintain and preserve Westford's six cemeteries; Fairview, Hillside, Pine Grove, Westlawn, Wright and Pioneer burial ground. Our goal is to ensure services are appropriate, cost-effective, and of the highest quality while providing a clean, safe, and serene environment for all.

### Goals:

- Work with the Cemetery Commission on creating a capital improvements plan
- Continue updating historic cemetery records to a user-friendly database
- Finalize plans and begin construction of new grave section
- Prepare cemetery grounds for holiday visits

### Description of Changes:

Administrative management and oversight of the Cemetery Department is accomplished by the Director of Parks, Recreation and Cemetery.

**Personal Services:** The salary of the Director is now captured in the Recreation Enterprise Budget and partially offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

**Expenses:** Most expense lines remain unchanged from the FY20 budget. For FY21 there are some decreases in equipment maintenance and grounds maintenance. There is a small increase in the vehicle maintenance line to cover potential increased maintenance for an aging vehicle fleet. There is an increase in the water line to fund irrigation expenses previously charged to the Perpetual Care account.

Funds received from grave sale of lots are split between a Perpetual Care Trust Fund and Sale of Lots Account, 60% / 40% respectively.

**Perpetual Care Trust Fund:** The principle deposited in this trust fund is not available for expenditure. This principle is invested, and the interest yielded on an annual basis is available for expenditure in accordance with MGL.

**Sale of Lots:** The funds deposited in this account are available for expenditure by Town Meeting vote.

### Programs & Services:

The Cemetery Department handles all aspects of day-to-day operations, including showing and selling burial lots; maintaining accurate records; working with funeral directors, families, relatives, Veteran's Agent and contractors in the coordination interments; assisting the general public and visitors with genealogical research; maintenance and upkeep of formal landscapes, walls, roadways, buildings and associated infrastructure; and preparing properties for major holidays, including Memorial Day and Veterans Day.

A new section of Pine Grove is currently being designed and engineered to create additional grave inventory, including a green burial area.

The Cemetery Supervisor and Heavy Equipment Operator are shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. Their salaries are reflected in both the cemetery and highway budgets.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SENIOR ASSISTANT	14,516.32	15,581.00	16,502.00	16,502.00	17,489.00	18,168.00	5.91%	921.00
CEMETERY SUPERVISOR	37,020.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
EQUIPMENT OPERATORS / LABORERS	28,913.28	30,382.00	31,288.00	31,288.00	31,288.00	31,288.00	2.98%	906.00
SEASONAL STAFF	1,691.64	6,400.00	6,400.00	5,000.00	6,400.00	6,400.00	-21.88%	(1,400.00)
SEASONAL OVERTIME	6,437.48	4,300.00	4,900.00	4,300.00	5,000.00	5,200.00	0.00%	-
LONGEVITY	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	1,290.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>89,628.72</b>	<b>94,980.00</b>	<b>97,407.00</b>	<b>95,407.00</b>	<b>98,494.00</b>	<b>99,613.00</b>	<b>0.45%</b>	<b>427.00</b>
<b>EXPENSES</b>								
ELECTRICITY	421.81	750.00	535.00	535.00	551.00	568.00	-28.67%	(215.00)
PROPANE GAS	2,492.68	2,600.00	2,500.00	2,500.00	2,700.00	2,800.00	-3.85%	(100.00)
WATER	99.61	1,000.00	6,813.00	6,813.00	5,500.00	5,500.00	581.30%	5,813.00
GROUNDS MAINTENANCE	3,981.77	20,000.00	20,000.00	15,000.00	20,000.00	20,000.00	-25.00%	(5,000.00)
VEHICLE MAINTENANCE	2,840.27	2,000.00	3,000.00	3,000.00	3,000.00	3,000.00	50.00%	1,000.00
EQUIPMENT MAINTENANCE	2,125.93	5,000.00	5,000.00	4,000.00	5,000.00	5,000.00	-20.00%	(1,000.00)
OTHER CONTRACTUAL SERVICES	1,083.46	750.00	1,000.00	1,000.00	1,000.00	1,000.00	33.33%	250.00
GASOLINE	4,206.60	4,500.00	5,840.00	4,500.00	6,000.00	6,300.00	0.00%	-
OFFICE SUPPLIES	200.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
CLEANING/CUSTODIAL SUPPLIES	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
MEETINGS & CONFERENCES	267.87	150.00	285.00	285.00	300.00	330.00	90.00%	135.00
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	110.00	110.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>17,820.00</b>	<b>37,300.00</b>	<b>45,523.00</b>	<b>38,183.00</b>	<b>44,611.00</b>	<b>45,058.00</b>	<b>2.37%</b>	<b>883.00</b>
<b>DEPARTMENT TOTAL</b>	<b>107,448.72</b>	<b>132,280.00</b>	<b>142,930.00</b>	<b>133,590.00</b>	<b>143,105.00</b>	<b>144,671.00</b>	<b>0.99%</b>	<b>1,310.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Senior Assistant	0.4	CWA	16,502.00		16,502.00
Cemetery Supervisor	0.6	WPWA	37,267.00	1,050.00	38,317.00
Heavy Equipment Operator	0.6	WPWA	31,288.00		31,288.00
Seasonal Staff			5,000.00		5,000.00
Overtime			4,300.00		4,300.00
<b>Total Personal Services</b>	<b>1.6</b>		<b>94,357.00</b>	<b>1,050.00</b>	<b>95,407.00</b>

**Metrics:**

DESCRIPTION	TYPE	FY16	FY17	FY18	FY19
SALE OF LOTS	SINGLE GRAVE	18	8	12	26
	2 GRAVE LOT	14	13	22	9
	3 GRAVE LOT	0	0	1	2
	4 GRAVE LOT	1	1	1	1
	CREMATION LOTS	4	1	3	1
	NICHES - COLUMBARIUM	3	8	4	1
	<b>TOTAL SALE OF LOTS</b>	<b>40</b>	<b>31</b>	<b>43</b>	<b>40</b>
BURIALS	FULL BURIAL	23	24	37	27
	CREMATION BURIAL	27	26	15	12
	<b>TOTAL BURIALS</b>	<b>50</b>	<b>50</b>	<b>52</b>	<b>39</b>
MONUMENTS		20	35	25	35

## Health & Human Services

### 510 Board of Health

#### **Mission Statement:**

The mission of the Westford Health Department/ Board of Health is to achieve the highest level of wellness for all Westford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations, and implementing improved community strategies to provide affordable quality health care and preventative health programs and services.

#### **Department Goals for 2020-2021**

- Continue to develop leadership skills in the Department.
- Reevaluate Department Services and reorganize positions where appropriate.
- Develop and implement a Food Borne Illness Outbreak drill.
- Develop methods to make the Department “Greener”.
- Continue to update and the town-wide database for high risk individuals in coordination with Emergency Management, Upper Merrimack Valley Medical Reserve Corps (UMVMRC) and Senior Center.
- Implement the 2017 Food Code, and educate the public and permit holders.
- Development of mental health outreach program.
- Expand the use of social media as a tool.
- Develop new educational programs.
- Explore emerging contaminants and proper regulation of them.
- Distribute 72-hour emergency kits to vulnerable residents through a received grant initiative.
- Continue to develop a medical needs/ vulnerable population shelter plan for Westford.
- Work with MDPH on the transition Health and Medical Care Coalition transition.
- Develop regulations for earth filling.
- Evaluate and improve vaccination programs.
- Continue to meet additional FDA standards. (Standard 5)
- Continue to chair the Healthy Lakes and Ponds Collaborative and oversee contract work.
- Continue to chair Healthy Westford Community group establishing strategic plan and beginning implementation current CPC award of \$100,000.
- Continue trainings for the Stop the Bleed and until Help Arrives.
- Strengthen UMVMRC through networking.

- Secure grants and revenue to supplement existing budget.
- Implement PHEP deliverables table top exercises for Emerging Infectious Disease.
- Study current trends in permitting and programing for department needs.
- Continue to provide town education of polystyrenes and plastics.
- Enforce the plastic bag reduction by-law and educate the public.
- Ensure that the Westford Health Department remains a model health department in the state providing high quality prevention education, services, programs and progressive policy development.
- Mentor at least 2 Interns and develop town projects for them to complete.
- Expand plastic ban to include straws.

**Description of Changes:**

Overall, the Board of Health budget shows a 7.45% decrease for FY21. The Substance Abuse Coordinator position is not being funded in the FY21 budget due to budget constraints. It was also requested to increase the Public Health Nurse's hours from 30 to 37.5 hour per week. With increasing requirements on deliverables to the State, which include Emerging Infectious disease, vape and e-cigarette related lung disease being deemed as a "reportable disease" to the Department of Public Health and an increasing need to include mental health as contributor to substance abuse, 30 hours a week is no longer sufficient. Additionally, many hours each year are put in to process all flu insurance forms to ensure the Town is properly reimbursed for each vaccination. This processing of paperwork takes away time that could be used create mental health programing, Senior health programing, community health education, and opioid safety. The Full Board of Health has voted in favor of asking for this increase in hours to increase Nursing services to the community. However, due to budget constraints, this request could not be filled.

The expense budget was reduced from FY20 by \$4,450. However, the budget is about \$1,200 more than the actual FY19 expenditures.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
HEALTH DIRECTOR	96,357.10	98,396.00	100,364.00	100,364.00	102,371.00	102,371.00	2.00%	1,968.00
HEALTH AGENT	78,234.96	77,061.00	71,943.00	71,943.00	75,216.00	77,098.00	-6.64%	(5,118.00)
DIRECTOR - ENVIRON SERVICES	79,917.97	86,000.00	87,720.00	87,720.00	89,475.00	89,475.00	2.00%	1,720.00
FOOD INSPECTOR	33,401.71	34,705.00	35,399.00	35,399.00	36,107.00	36,107.00	2.00%	694.00
NURSE	63,382.80	65,789.00	83,566.00	66,853.00	85,230.00	85,230.00	1.62%	1,064.00
SUBSTANCE ABUSE COORDINATOR	33,401.70	33,531.00	33,531.00	-	33,043.00	33,869.00	-100.00%	(33,531.00)
ADMINISTRATIVE ASSISTANT	52,435.80	53,900.00	54,771.00	54,771.00	55,868.00	55,868.00	1.62%	871.00
OTHER SUPPORT STAFF	-	-	-	-	-	-	-	-
LONGEVITY	3,626.00	3,672.00	4,354.00	4,354.00	4,354.00	4,487.00	18.57%	682.00
<b>CATEGORY TOTAL</b>	<b>440,758.04</b>	<b>453,054.00</b>	<b>471,648.00</b>	<b>421,404.00</b>	<b>481,664.00</b>	<b>484,505.00</b>	<b>-6.99%</b>	<b>(31,650.00)</b>
<b>EXPENSES</b>								
VEHICLE MAINTENANCE	877.46	1,700.00	1,300.00	400.00	1,300.00	1,300.00	-76.47%	(1,300.00)
CONTRACTED CLERICAL SERVICES	1,650.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BIOHAZARD WASTE DISPOSAL	839.57	1,200.00	1,200.00	900.00	1,200.00	1,200.00	-25.00%	(300.00)
LABORATORY SERVICES	210.00	500.00	500.00	200.00	500.00	500.00	-60.00%	(300.00)
DENTAL SERVICES	3,470.16	3,200.00	3,400.00	3,400.00	3,400.00	3,400.00	6.25%	200.00
CONTRACTED SERVICES	-	-	12,500.00	-	12,500.00	12,500.00	-	-
CONSULTING SERVICES	2,815.99	3,500.00	3,500.00	3,000.00	3,500.00	3,500.00	-14.29%	(500.00)
ADVERTISING - LEGAL	517.72	500.00	500.00	500.00	500.00	500.00	0.00%	-
PRINTING SERVICES	3,539.79	4,800.00	4,700.00	3,500.00	4,700.00	4,700.00	-27.08%	(1,300.00)
GASOLINE	1,052.21	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
OFFICE SUPPLIES	3,243.71	3,800.00	3,700.00	3,300.00	3,700.00	3,700.00	-13.16%	(500.00)
HEALTH / MEDICAL SUPPLIES	1,629.77	2,200.00	2,200.00	1,800.00	2,200.00	2,200.00	-18.18%	(400.00)
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
TRAVEL - MILEAGE	1,759.12	2,000.00	2,000.00	1,800.00	2,000.00	2,000.00	-10.00%	(200.00)
MEETINGS & CONFERENCES	2,920.65	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
DUES & MEMBERSHIPS	1,448.20	1,080.00	1,230.00	1,230.00	1,400.00	1,400.00	13.89%	150.00
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>25,974.35</b>	<b>31,630.00</b>	<b>43,880.00</b>	<b>27,180.00</b>	<b>44,050.00</b>	<b>44,050.00</b>	<b>-14.07%</b>	<b>(4,450.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>466,732.39</b>	<b>484,684.00</b>	<b>515,528.00</b>	<b>448,584.00</b>	<b>525,714.00</b>	<b>528,555.00</b>	<b>-7.45%</b>	<b>(36,100.00)</b>

### Programs & Services:

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community, and encourage healthy behaviors.

**Health Services** focuses on early detection of disease, emerging disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. We address a comprehensive range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental programs and referrals; substance abuse prevention services; school-based dental program for grades k-6; senior dental program; tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program and unwanted medication drop off; emergency preparedness.

**Environmental Services** focuses on the assessment, management, control, and prevention of environmental factors that may adversely affect the health, safety or well-being of residents. Programs and services include: Title V inspections and permitting; swimming pool inspections; beach testing; licensing and inspection of all food establishments; inspection and licensing of all recreational camps; hazardous materials and storage by-laws; animal, rodent and vector control; mercury program; investigation of environmental violations; site plan reviews; groundwater protection and surveillance; housing inspections and enforcement actions; abatement of general health nuisances; educational programs on environmental and food safety issues and emerging contaminants.

**Significant Departmental Accomplishments:**

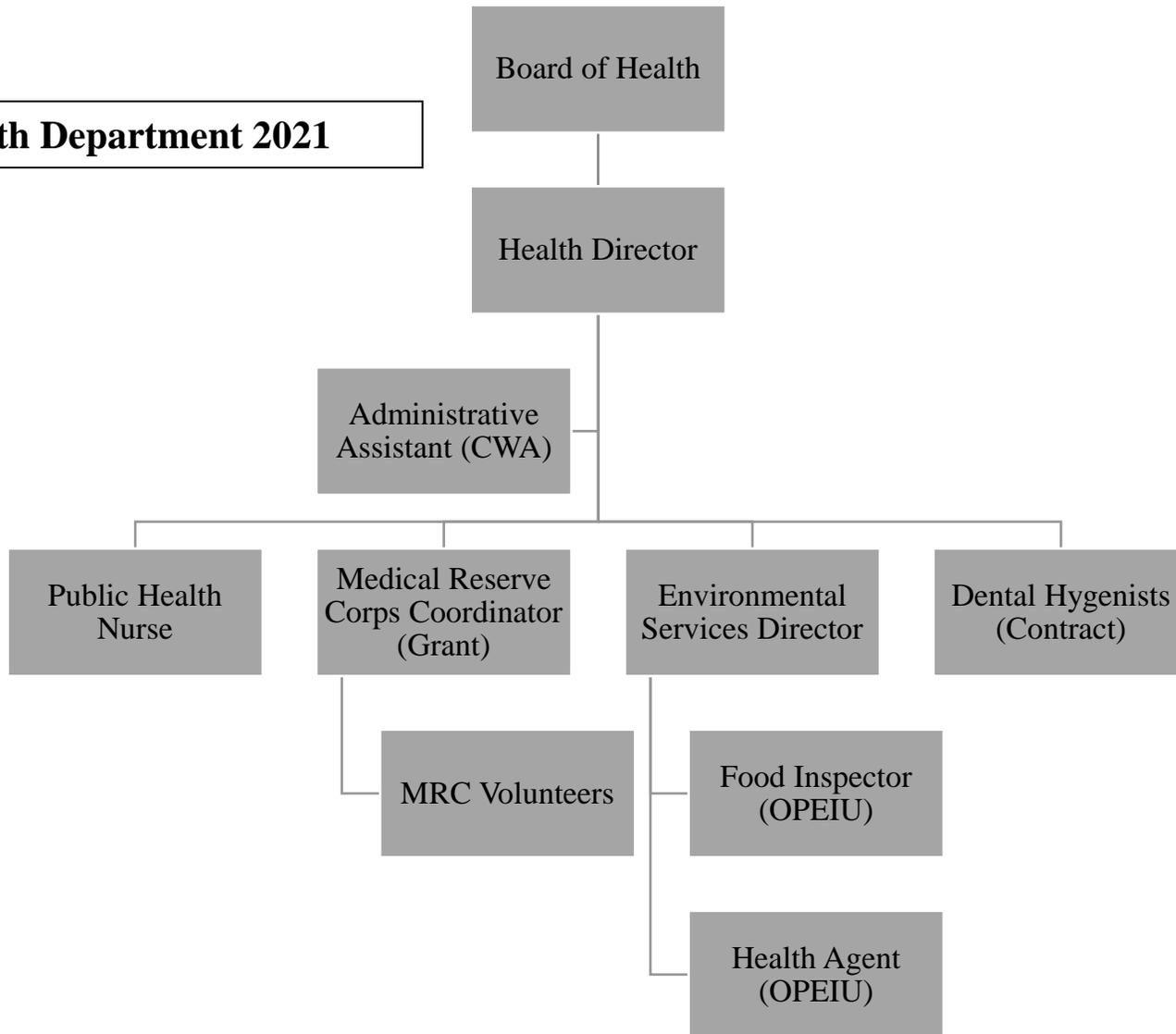
- Updated fee schedule to properly align business costs with other towns.
- Operated warming stations with MRC staffing during March storms.
- Mentored four interns within the Environmental and Nursing Program. (One has been hired in Public Health)
- Developed and implemented a Health Fair for the Town.
- Implemented the 2017 Food Code.
- Implemented social media avenues for dissemination of health information.
- Rewrote and implemented Septic Regulations to further protect groundwater.
- Updated the Towns EDS plans.
- Updated the Town well water regulations.
- Developed and adopted a local food regulation.
- Continued to strengthen MRC response capabilities in community and region with trainings, and drills.
- Secured \$45,000 grant for the MRC.
- Continue to monitor inventory management system for emergency equipment including Emergency Management supplies.
- Implemented the town's special populations registry for emergency preparedness.
- Provided a robust selection of town employee wellness programs.
- Sought grants and outside resources to assist with town revenue stream and to enhance services.
- Secured \$7,500 in NAACHO grant funding.

- Used volunteer Medical Reserve Corp members to staff seven community/ school-based flu clinics and seven public health events/clinics that saved Westford over \$20,000 in staffing costs, based on a 2015 economic impact of volunteer calculator.
- Provided CPR training for 20, utilizing MRC trainers. Participants are trained to use AED and to use perform CPR.
- Provided over 1,300 flu doses. Sought reimbursement for administration and vaccine, securing \$18,000 in revenues for the community. (This number varies year to year)
- Sought and received ~ \$10,000 in private donations to sustain the senior dental program, which provides free dental care to the uninsured and underinsured elderly in town.
- Submitted and received \$8,000 in grants from FDA to assist with our Food Inspectional Program, staff training, and ensure department meets standards for the FDA Risk Based Food Protection. Used funding to develop policies and procedures, implement additional standards.
- Provided 1 ServSafe certification programs for food handlers and organizations.
- Provided Botvin Life Skill courses in the School System through WASA.
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at the Police Department and drop off days in conjunction with DEA.
- Provided four vaping seminars in school system for students.
- Provided two trainings for real estate agents and residents on Title 5.
- Provided Domestic Violence programs and services through the Westford Coalition for Non-Violence committee and continued monthly taskforce committee meetings and activities.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Health Director	1.0	EXEM	100,364.00	600.00	100,964.00
Director Environmental Svcs	1.0	EXEM	87,720.00	1,100.00	88,820.00
Health Agent	1.0	OPEIU	71,943.00	-	71,943.00
Nurse	0.8	NON	66,853.00	600.00	67,453.00
Food Inspector	0.5	OPEIU	35,399.00	454.00	35,853.00
Administrative Assistant	1.0	CWA	54,771.00	1,600.00	56,371.00
<b>Total Personal Services</b>	<b>5.3</b>		<b>417,050.00</b>	<b>4,354.00</b>	<b>421,404.00</b>

**Health Department 2021**



**Metrics**

<b>Communicable Disease</b>					
	<b>FY18</b>	<b>FY19</b>		<b>FY18</b>	<b>FY19</b>
Babesiosis	2	5	Seasonal Flu immunizations	1247	1327
Campylobacter	4	1	School Flu Immunizations	35	39
Cryptosporidiosis	1	3	Pneumonia	0	0
Influenza (FLU)	182	257	<b>Clinics</b>		
Giardia	4	3	Cholesterol Screening	11	16
Group A or B Strep	0	0	Tuberculosis Testing	0	0
Hepatitis A	2	0	Immunizations	72	
Hepatitis B	1	7	Pap Smear Clinic	2	0
Hepatitis C	5 Confirmed	5	Home Visits	8	10
HGA	16	12	School Dental Program	360	348
Legionellosis	0	2	Hypertension Screening	106	97
			MRC Hypertension Scr.	682	676
Lyme Disease	47 suspect	36	Animal Bite Consultation	28	13

Pertussis	2	0	Hearing	50	26
Salmonella	6	5	<b>Educational Programming</b>		
Shiga Toxin Producing Organism	1	0	Number of Programs	20	20
Strep Pneumonia	0	0	Participants	50	51
Active TB	2 suspect	0	CPR/First Aid trained		593 total
			Stop the Bleed/UHA	290	
TB- Latent		2	<b>Employee Health Programs</b>		
Toxoplasmosis	0	0	Number of Programs	14	15
Varicella	1	5	Participants	265	280
Yersiniosis	0	0	Arranged discounted health club membership for employees	5	6

**Applications Reviewed/Permits Approved**

<b>Septic Related</b>	<b>FY18</b>	<b>FY19</b>	<b>Food Service Related</b>	<b>FY18</b>	<b>FY19</b>
Septic Haulers/Installers	75	112	Permitted Food Establishments	184	188
Soil Evaluations & Percolation Testing	90	81	Food Establishment Complaints	10	10

System Construction	139	164	Catering Licenses	5	9
Portable Chemical Toilets	10	8	Other (Frozen Dessert, Milk & Cream)	109	110
Title 5 Inspections Reviewed	253	244	Food Establishment Plans Reviewed	6	8
System Construction Inspections	512	622	Mobile	13	18
			Seasonal Establishments	27	25
<b>Water/Well Systems Related</b>			Temporary Events	66	58
Wells/Water Systems	16	30	Farmer's Market	21	15
			Residential	8	5
<b>Camp/Camping Related</b>			<b>Miscellaneous</b>		
Day/Overnight & Rec Camps	8	7	Temporary Housing	4	8
Inspections Conducted	8	7	Housing Inspections	28	49
			Beaver Inspections/Complaints	1	2
<b>Recreational Water Related</b>			Building Permits	169	229
Swimming Pool Inspections	21	24	Stabling & Piggery Permits/Inspection	19	21
Swimming Pools	18	20	Hazardous Materials Registration	21	35
Bathing Beaches	14	14	Demo Permit Inspections	17	24
Bathing Beach Inspections/Testing	210	210	Funeral Directors License	1	2

<b>Body Art</b>	<b>FY18</b>	<b>FY19</b>			
Body Art Practitioner	-	1			
Body Art Establishment	-	2			
Body Art Plan Review	-	1			

### Permit and Services Receipts

	<b>FY18 Revenue</b>	<b>FY19 Revenue</b>		<b>FY18 Revenue</b>	<b>FY19 Revenue</b>
Septic	22,520	26,830	Well Child	0	0
Portable toilets	90	90	Mantoux Testing	0	0
Installers	8,300	8,050	Cholesterol	200	60
Haulers	2,450	3,700	Immunization	80	0
Temporary food permits	1,655	2,105	Dental	500	770
Soil evaluation & percolation tests	23,005	22,910	Fines	2,100	700
Pump and water systems	550	1,200	Funeral Directors	25	75
Stabling/piggery	1,180	1,440	Camping/hotel/motel	750	750
Food	41,185	37,040	Pool	2,650	2,775
Frozen dessert	310	410	Beach	1,710	1,710

Mobile food-catering	1,300	900	Well	625	1,575
Tobacco	3,000	3,300	Pap Test	0	0
Farmers Market	340	210	Flu/Pneumonia Reimbursement	54,515	48,978
Title V review	6,780	7,760	Residential Kitchen	780	390
Pre- Demolition Walk through	820	605	ServSafe revenue	2,025	1,950
Housing Inspections	500	500	Hazmat permit	2,700	3,600
Beaver Dam Modification	0	75	Recreational camp permit	1,800	1,700
Food Establishment Plan Rev,	1,000	940	Body Art Establishment	-	500
Body Art Plan Review	-	300			
Body Art Practitioner	-	500			
				<b>FY18</b>	<b>FY 19</b>
			<b>Total Receivables</b>	<b>185,445</b>	<b>184,398</b>

## 541 Council on Aging

### **Mission Statement:**

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information.

**Vision Statement:** The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

### **Goals:**

- Decrease EOE grant funding to the Town for partial funding for Personnel Services position in the amount \$4,703 so we can provide additional support for programs and keep them affordable to our participants as well as further prevent social isolation amongst our older adult population.
- Research opportunities and partnerships to develop additional low income and/or age-friendly housing for residents.
- Continue to pursue new revenue streams for the center.

### **Budget Narrative:**

The Cameron is continuing to experience growth in its diversified membership and with this growth we are trying to ensure we can broadly accommodate a range of classes, support services and NEW initiatives that offer needed and/or additional support to our increasing aging adult population. These initiatives include Making Westford Dementia-Friendly, Age-Friendly and/or low-income housing and micro-transit (Uber, LYFT) initiative (regional effort to look at additional transportation options) that will meet the needs of center participants ages 55 and over. With this additional \$4,703 we can better serve some of our Town's aging adult population.

### **Programs & Services:**

The Council on Aging provides social services for residents of the Town of Westford facing financial and/or an emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion/ respite care-CTI, legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes

for all levels of fitness from aerobics, Tai Chi, Zumba, Chair aerobics, etc. and a state-of-the-art fitness center which cost only \$50 a year to join. Most of our exercise classes are currently free to Westford residents with support from the Friends of the Cameron Senior Center and our Executive Office of Elder Affairs grant. This year, with the support of the Council on Aging Board non-Westford residents are welcome to participate in activities at the Cameron but are assessed a fee for classes, enrichment programs and special events which are deposited to our 53E1/2 Revolving account. Westford resident have special registration one week prior to non-Westford registrations. Also, new this year the COA Board voted to allow non-Westford residents who had resided in Westford for twenty-five plus years and can provide legal documentation verifying their residency. Other offerings include a Pickle Ball Court (new), Billiard Room, Ping Pong, Open art/studio, Quilting, Watercolor, Cribbage, Scrabble, Bingo, Day/Intl. trips and other enrichment opportunities.

All active adults 60 and over are welcome to join us here at the Cameron as well as those age 55 and older for our evening programs and classes.

**Description of Changes:**

The increased funding will help support some our new Town initiatives Making Westford Dementia Friendly, Taxi Initiative/ Ride hailing seed money, affordable housing fair and program support.

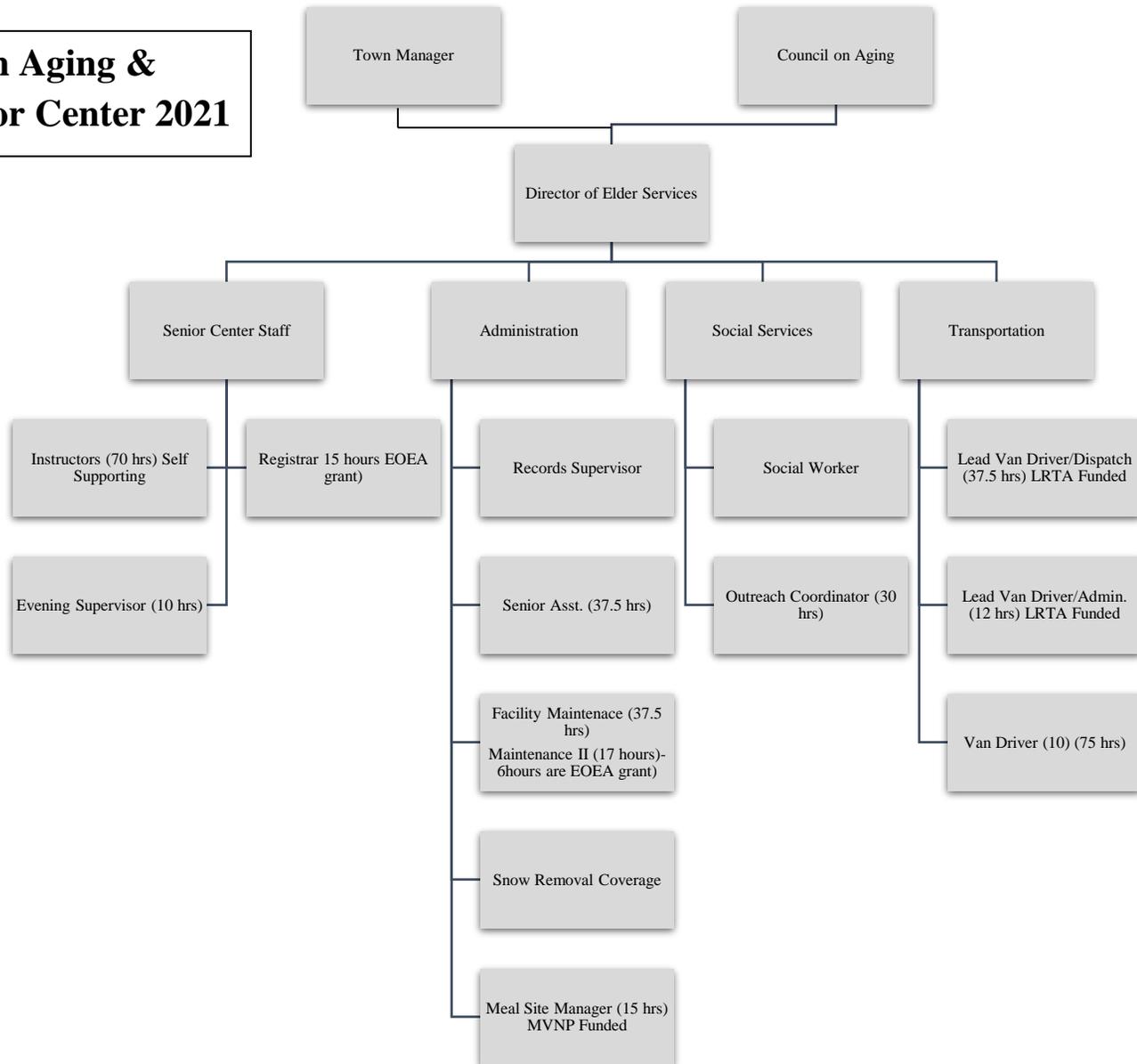
Cameron utility bills are based on the average usage of last year.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	88,605.42	91,733.00	93,568.00	93,568.00	93,568.00	95,440.00	2.00%	1,835.00
SOCIAL WORKER	80,468.44	83,309.00	84,976.00	84,976.00	86,675.00	86,675.00	2.00%	1,667.00
RECORDS SUPERVISOR	41,445.15	28,333.00	28,904.00	28,904.00	29,484.00	29,484.00	2.02%	571.00
SENIOR ASSISTANT	52,578.65	64,979.00	68,840.00	68,840.00	72,961.00	75,750.00	5.94%	3,861.00
OUTREACH COORDINATOR	34,747.38	36,251.00	36,835.00	36,835.00	37,571.00	37,571.00	1.61%	584.00
EVENT SUPPORT WORKER	-	10,966.00	11,185.00	11,185.00	11,409.00	11,409.00	2.00%	219.00
MAINTENANCE WORKER I	45,402.12	51,639.00	51,639.00	51,639.00	52,677.00	52,677.00	0.00%	-
VAN DRIVERS	33,712.97	23,700.00	28,050.00	28,050.00	28,050.00	28,050.00	18.35%	4,350.00
EVENING SUPERVISOR	8,369.04	9,080.00	9,261.00	9,261.00	9,446.00	9,446.00	1.99%	181.00
OVERTIME	152.10							-
LONGEVITY	2,870.00	3,576.00	3,330.00	3,330.00	3,780.00	4,030.00	-6.88%	(246.00)
SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SENIOR REBATE PROGRAM	24,305.90	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>412,657.17</b>	<b>434,566.00</b>	<b>447,588.00</b>	<b>447,588.00</b>	<b>456,621.00</b>	<b>461,532.00</b>	<b>3.00%</b>	<b>13,022.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	251.43	250.00	250.00	250.00	250.00	250.00	0.00%	-
ELECTRICITY	17,709.70	26,500.00	26,500.00	26,500.00	28,000.00	28,000.00	0.00%	-
NATURAL GAS	11,256.64	11,500.00	13,500.00	13,500.00	15,200.00	16,400.00	17.39%	2,000.00
WATER	2,194.58	1,800.00	2,800.00	2,300.00	3,000.00	3,400.00	27.78%	500.00
SEWER/SEPTIC	6,404.00	3,200.00	6,200.00	3,200.00	6,200.00	6,400.00	0.00%	-
BUILDING MAINTENANCE	9,924.73	6,000.00	12,000.00	6,000.00	15,000.00	18,000.00	0.00%	-
VEHICLE MAINTENANCE	2,558.48	4,000.00	4,000.00	3,000.00	4,600.00	4,600.00	-25.00%	(1,000.00)
EQUIPMENT MAINTENANCE	668.13	3,000.00	2,000.00	2,000.00	2,500.00	2,900.00	-33.33%	(1,000.00)
BLDG MAINT SVCS - HVAC	6,570.93	12,000.00	14,000.00	7,000.00	15,500.00	16,800.00	-41.67%	(5,000.00)
BLDG MAINT SVCS - GENERATOR	275.00	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
BLDG MAINT SVCS - ELEVATOR	910.00	2,000.00	2,000.00	1,500.00	2,400.00	2,400.00	-25.00%	(500.00)
BLD MAINT SVCS - FIRE/ALARM	1,747.00	2,000.00	2,000.00	1,800.00	2,300.00	2,400.00	-10.00%	(200.00)
CONTRACTED SNOW REMOVAL	180.00	1,000.00	1,000.00	-	1,000.00	1,000.00	-100.00%	(1,000.00)
HEALTH / NUTRITION SERVICES	-	1,600.00	1,000.00	500.00	1,000.00	1,000.00	-68.75%	(1,100.00)
POSTAGE	6,667.00	7,000.00	7,400.00	7,000.00	7,800.00	8,200.00	0.00%	-
GASOLINE	9,305.67	10,500.00	12,000.00	10,500.00	14,500.00	16,000.00	0.00%	-
OFFICE SUPPLIES	2,223.60	3,000.00	3,200.00	2,300.00	3,800.00	3,800.00	-23.33%	(700.00)
OFFICE EQUIPMENT	687.91	600.00	800.00	600.00	1,200.00	1,800.00	0.00%	-
CUSTODIAL / CLEANING SUPPLIES	5,473.78	7,000.00	7,000.00	5,500.00	7,500.00	7,800.00	-21.43%	(1,500.00)
LIGHTING / ELECTRICAL SUPPLIES	138.76	500.00	500.00	-	650.00	650.00	-100.00%	(500.00)
BOTTLED WATER	448.54	800.00					-100.00%	(800.00)
PROGRAMS & ACTIVITIES	413.38	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	0.00%	-
SOCIAL & CULTURAL PROGRAMS	938.80	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
TRAVEL - MILEAGE	1,362.69	700.00	1,600.00	1,600.00	1,900.00	2,100.00	128.57%	900.00
DUES & MEMBERSHIPS	-	703.00	750.00	750.00	1,000.00	1,000.00	6.69%	47.00
MEETINGS & CONFERENCES	1,970.80	4,000.00	2,500.00	2,500.00	2,700.00	2,800.00	-37.50%	(1,500.00)
ENCUMBRANCES	2,024.36							-
<b>CATEGORY TOTAL</b>	<b>92,305.91</b>	<b>112,853.00</b>	<b>126,200.00</b>	<b>101,000.00</b>	<b>141,400.00</b>	<b>151,100.00</b>	<b>-10.50%</b>	<b>(11,853.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>504,963.08</b>	<b>547,419.00</b>	<b>573,788.00</b>	<b>548,588.00</b>	<b>598,021.00</b>	<b>612,632.00</b>	<b>0.21%</b>	<b>1,169.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
COA Director	1.0	EXEM	93,568.00	600.00	94,168.00
Social Worker	1.0	EXEM	84,976.00	600.00	85,576.00
Records Supervisor	0.5	CWA	28,904.00		28,904.00
Senior Assistant	1.5	CWA	68,840.00	600.00	69,440.00
Outreach Coordinator	0.7	NON	36,835.00	680.00	37,515.00
Event Support Worker	0.3	NON	11,185.00		11,185.00
Maintenance Worker 1	1.0	CWA	51,639.00	850.00	52,489.00
Van Drivers		NON	28,050.00		28,050.00
Evening Supervisor		NON	9,261.00		9,261.00
Snow Removal Coverage		NON	1,000.00		1,000.00
Senior Rebate		NON	30,000.00		30,000.00
<b>Total Personal Services</b>	<b>6.0</b>		<b>444,258.00</b>	<b>3,330.00</b>	<b>447,588.00</b>

**Council on Aging &  
Cameron Senior Center 2021**



### 543 Veteran's Services

**Mission Statement:** The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	59,079.59	61,559.00	62,791.00	62,791.00	64,046.00	64,046.00	2.00%	1,232.00
SENIOR ASSISTANT	4,147.52	4,446.00	4,697.00	4,697.00	4,978.00	5,171.00	5.65%	251.00
LONGEVITY	850.00	850.00	850.00	850.00	850.00	914.00	0.00%	-
VETERANS TAX WORK PROGRAM	6,804.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>70,881.11</b>	<b>74,355.00</b>	<b>75,838.00</b>	<b>75,838.00</b>	<b>77,374.00</b>	<b>77,631.00</b>	<b>1.99%</b>	<b>1,483.00</b>
<b>EXPENSES</b>								
MONUMENT MAINT SERVICES	66.50	1,000.00	1,000.00	200.00	1,000.00	1,000.00	-80.00%	(800.00)
CONTRACTED SERVICES	898.00		500.00	500.00	500.00	500.00		500.00
OFFICE SUPPLIES	121.12	1,200.00	700.00	200.00	700.00	700.00	-83.33%	(1,000.00)
PROGRAMS & ACTIVITIES	4,952.34	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	846.97	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
VETERAN'S SERVICES	45,200.13	68,000.00	65,000.00	75,000.00	65,000.00	65,000.00	10.29%	7,000.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>52,085.06</b>	<b>76,200.00</b>	<b>73,200.00</b>	<b>81,900.00</b>	<b>73,200.00</b>	<b>73,200.00</b>	<b>7.48%</b>	<b>5,700.00</b>
<b>DEPARTMENT TOTAL</b>	<b>122,966.17</b>	<b>150,555.00</b>	<b>149,038.00</b>	<b>157,738.00</b>	<b>150,574.00</b>	<b>150,831.00</b>	<b>4.77%</b>	<b>7,183.00</b>

### Description of Changes:

Benefits provided by the US Department of Veterans Affairs are NOT administered by the town; therefore, there is no direct cost to the town. Some Chapter 115 recipients are transitioned to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- The number of Chapter 115 benefits recipients continues to fluctuate between 8 to 12 recipients. Reporting and reimbursement requests are spot on, we continue to receive the maximum reimbursement from the state, 75%, for the last 6 years.
- The average recipient is budgeted at \$417/month. The actual amount is variable based on the number of reimbursable items submitted by the recipient. In FY19, the total monthly benefit paid to recipients varied from a low of \$2,877.91 (averaging \$359.74 for eight recipients) to a high of \$4,837.23 (averaging \$537.47 for nine recipients). The total FY19 paid out was just over \$45,200.
- During the 2019 reporting period, the VA was paying over \$15,400 monthly in disability/compensation benefits to our resident veterans. This item is NOT part of our budget, FYI only.

- Veterans Services has \$7,500 to allocate to the Veteran's Property Tax Work Off program for five recipients at \$1,500 per recipient.
- The street flags are being refreshed as needed. The veterans grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, municipal buildings, parks and memorial flag costs are borne by the town.
- There are two town-wide veterans holidays, Memorial Day and Veterans Day, hosted and funded by the town. Only holiday payroll hours for Highway/Parks and Recreation personnel in support of these events are charged back to this department. Police and Fire Department staffing are accommodated by the respective department at no charge to this department. To date, we have never paid remuneration to any participants of these events. Through the extensive use of volunteers and local organizations, costs to the town are minimal. Six of the eight artificial wreaths required for the war memorials were purchased in FY13. Two "live" wreaths are purchased each year because they are thrown in to the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Training is to be offered three year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other two are hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- Outreach efforts and supplies, grocery and gas cards are 100% funded by community donations and the Veterans Gift Fund.
- The VSO position remains a full 37-1/2 position along with an administrative assistant funded for 4 hours/week.
- VSO is certified to state standards. Recertification will occur in 2021.

### **Programs & Services:**

The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford Department of Veterans Services administers services and financial assistance under the provisions of MGL Chapter 115 and 108 CMR.

This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound.

This office is NOT affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans Services.

**Personnel:**

**Veterans 2021**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	1.0	EXEM	62,791.00	850.00	63,641.00
Senior Assistant	0.1	CWA	4,697.00		4,697.00
Veterans' Tax Work Program			7,500.00		7,500.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>74,988.00</b>	<b>850.00</b>	<b>75,838.00</b>



## Culture & Recreation

### 610 Library

**Vision Statement:** The J. V. Fletcher Library is a global gateway dedicated to serving the Town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism. Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience. Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies. In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community. *Approved by the Board of Library Trustees, June 4, 2012.*

**Mission Statement:** The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting. *Approved by the Board of Library Trustees, July 9, 2012.*

**Goals:** The following Goals (as well as Objectives and Activities) were approved by the J. V. Fletcher Library Board of Trustees within the *Strategic Plan 2014-2018* on 9/10/12 for submittal to the Massachusetts Board of Library Commissioners. The Massachusetts Board of Library Commissioners mandates that this document be supplemented annually by an *Annual Action Plan*, submitted to the Commonwealth each fall by December 1. The Department is embarking this year on a new Strategic Plan spanning 2021-2026, which will be due to the Massachusetts Board of Library Commissioners on October 1, 2020.

**GOAL I:** Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.

**GOAL II:** Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.

**GOAL III:** The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.

**GOAL IV:** Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.

**GOAL V:** Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

**GOAL VI:** Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

**GOAL VII:** Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

**GOAL VIII:** Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environ.

### **Description of Changes:**

EXEMPT and non-union Management Personnel line items are increased by 2% per Budget direction, with hourly workers calculated for 52.2 weeks of service. All CWA Personnel line items reflect the wage adjustments, stipends, compensation and settlement of the CWA bargaining unit contract. The LIBRARY ASSISTANTS line item reflects the impact of recent retirements or resignations of long-term staff being replaced at a lower entry Step. LONGEVITY payouts reflect the retention of other long-term staff.

The 15% for BOOKS is based upon the new State formula, and includes offsets from FRIENDS, GIFTS and TRUST FUNDS. Utility projections reflect both the town-wide bidding and FY19 Actuals with heat and electricity calculated at a higher unit rate, and continue to see the savings of replaced LED lighting, ballasts and the application of solar credits. The Membership Formula cost for MVLC is anticipated to increase in FY21 and will be supplemented by Library State Aid payments. The majority of operational line items reflect FY19 Actual expenses.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
LIBRARY DIRECTOR	110,856.17	114,769.00	117,065.00	117,065.00	119,407.00	119,407.00	2.00%	2,296.00
ASSISTANT DIRECTOR	75,693.76	78,366.00	79,933.00	79,933.00	81,532.00	81,532.00	2.00%	1,567.00
SENIOR LIBRARIANS	278,193.78	289,661.00	294,325.00	294,325.00	300,213.00	300,213.00	1.61%	4,664.00
LIBRARY ASSISTANTS	649,515.30	687,966.00	708,893.00	708,893.00	734,597.00	746,835.00	3.04%	20,927.00
OFFICE MANAGER	54,914.66	57,633.00	60,254.00	60,254.00	62,995.00	64,572.00	4.55%	2,621.00
7 SATURDAY, JULY-AUG	11,014.33	14,428.00	14,796.00	14,796.00	15,092.00	15,092.00	2.55%	368.00
OTHER SUPPORT STAFF	-	-	-	-	-	21,287.00	-	-
CUSTODIANS	64,225.13	67,010.00	68,689.00	68,689.00	70,689.00	71,341.00	2.51%	1,679.00
PAGES	16,880.77	17,675.00	20,556.00	20,556.00	21,726.00	22,901.00	16.30%	2,881.00
CUSTODIAL OVERTIME	-	2,909.00	2,968.00	2,968.00	3,028.00	3,028.00	2.03%	59.00
MLS STIPENDS	2,500.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
LONGEVITY	17,320.00	19,135.00	21,442.00	21,442.00	22,893.00	24,201.00	12.06%	2,307.00
<b>CATEGORY TOTAL</b>	<b>1,281,113.90</b>	<b>1,352,552.00</b>	<b>1,391,921.00</b>	<b>1,391,921.00</b>	<b>1,435,172.00</b>	<b>1,473,409.00</b>	<b>2.91%</b>	<b>39,369.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	1,072.58	1,170.00	1,260.00	1,260.00	1,260.00	1,260.00	7.69%	90.00
ELECTRICITY	21,276.18	23,850.00	26,529.00	23,000.00	26,529.00	26,750.00	-3.56%	(850.00)
HEATING FUEL	15,492.45	16,500.00	16,640.00	15,800.00	16,640.00	16,750.00	-4.24%	(700.00)
WATER	1,507.61	1,500.00	1,565.00	1,565.00	1,565.00	1,565.00	4.33%	65.00
EQUIPMENT MAINTENANCE	21,891.29	24,800.00	22,000.00	22,000.00	22,000.00	22,000.00	-11.29%	(2,800.00)
MVLC NETWORK MAINTENANCE	36,000.00	36,000.00	38,000.00	36,000.00	38,000.00	38,000.00	0.00%	-
POSTAGE	4,206.73	3,250.00	3,500.00	3,500.00	3,500.00	3,500.00	7.69%	250.00
PRINTING SERVICES	3,876.18	3,500.00	3,750.00	3,750.00	3,750.00	3,750.00	7.14%	250.00
OFFICE SUPPLIES	15,601.42	17,000.00	15,000.00	15,000.00	15,000.00	13,500.00	-11.76%	(2,000.00)
CUSTODIAL / CLEANING SUPPLIES	5,034.69	6,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-16.67%	(1,000.00)
BOOKS & SUBSCRIPTIONS	217,971.21	219,000.00	220,000.00	220,000.00	220,000.00	210,000.00	0.46%	1,000.00
MILEAGE	1,729.16	2,500.00	1,800.00	1,800.00	1,800.00	1,800.00	-28.00%	(700.00)
MEETINGS & CONFERENCES	3,016.63	2,640.00	3,000.00	3,000.00	3,000.00	3,000.00	13.64%	360.00
DUES & MEMBERSHIPS	1,607.00	1,076.00	1,375.00	1,375.00	1,375.00	1,375.00	27.79%	299.00
PUBLIC EMPLOYEE BOND	364.48	-	-	-	-	-	-	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>350,647.61</b>	<b>358,786.00</b>	<b>359,419.00</b>	<b>353,050.00</b>	<b>359,419.00</b>	<b>348,250.00</b>	<b>-1.60%</b>	<b>(5,736.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,631,761.51</b>	<b>1,711,338.00</b>	<b>1,751,340.00</b>	<b>1,744,971.00</b>	<b>1,794,591.00</b>	<b>1,821,659.00</b>	<b>1.97%</b>	<b>33,633.00</b>

**Programs & Services:**

The J. V. Fletcher Library provides programs and services 314 days per year in the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

- Youth Services
- Collection Development
- Pre-school & ESL Literacy
- Readers' Advisory & Assistance
- Public Relations
- Reference, Information & ILL Services
- Historic Collection Preservation
- Formal & Life-Long education support
- Early Literacy and Cultural Programs
- Administration/Management/Governance
- Technical Services [processing materials]
- Circulation Services
- Commons/Meeting/Study Space
- Technology Assistance & Instruction
- Building & Grounds Maintenance

**Personnel:**

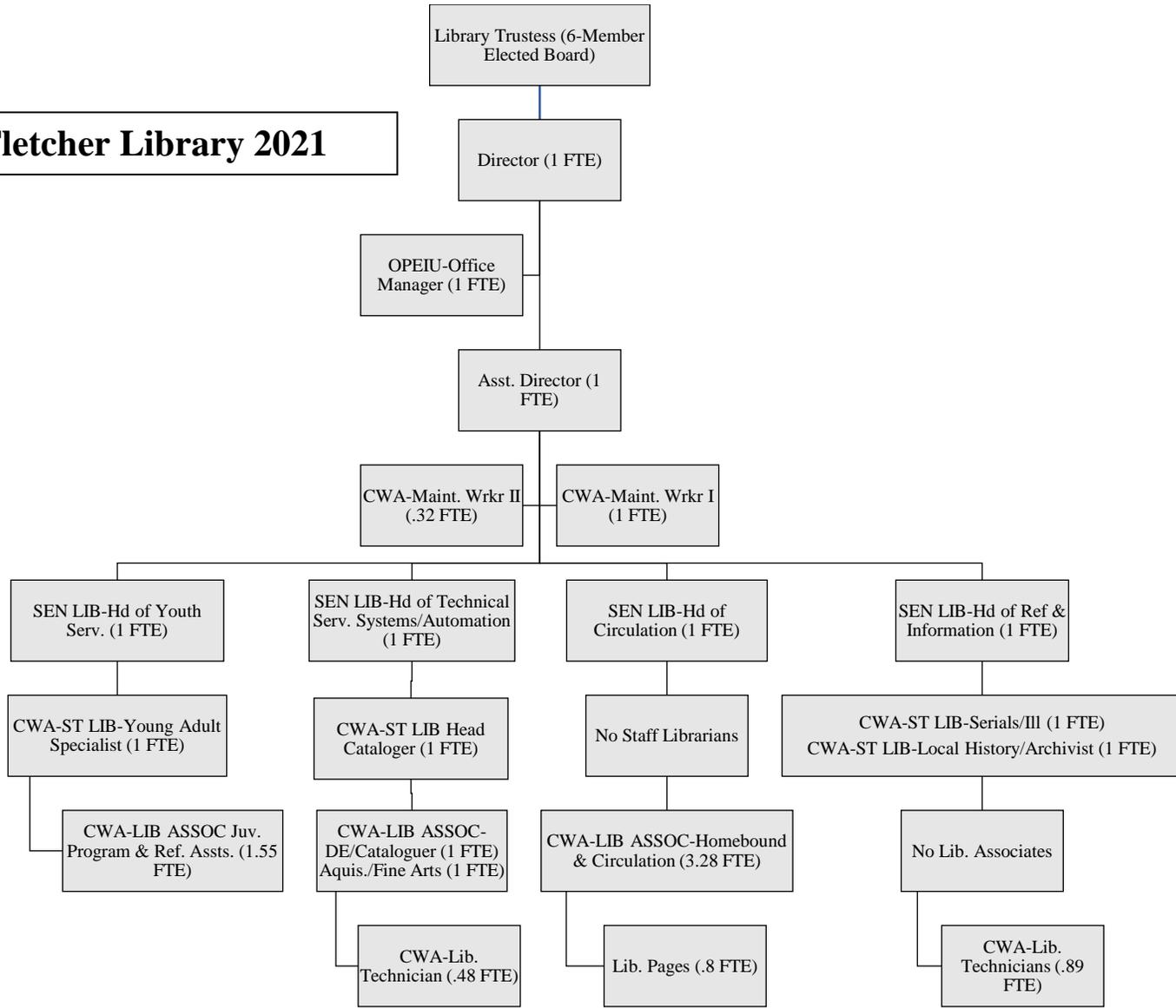
<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Library Director	1.0	EXEM	117,065.00	2,600.00	119,665.00
Asst. Library Director	1.0	EXEM	79,933.00	1,600.00	81,533.00
Office Manager	1.0	OPEIU	60,254.00		60,254.00
Maintenance Workers	1.3	CWA	68,689.00	192.00	68,881.00
Maintenance Coverage			2,968.00		2,968.00
Senior Librarian	4.0	EXEM	294,325.00	5,150.00	299,475.00
Staff Lib. & Lib. Assoc.	10.8	CWA	605,495.00	11,900.00	617,395.00
Librarian Technician	1.4	CWA	55,215.00		55,215.00
Substitute Coverage			48,183.00		48,183.00
Other Support Staff - Sundays			14,796.00		14,796.00
MLS Stipends			3,000.00		3,000.00
Pages	0.8		20,556.00		20,556.00
<b>Total Personal Services</b>	<b>21.3</b>		<b>1,370,479.00</b>	<b>21,442.00</b>	<b>1,391,921.00</b>

**Other Metrics as of 6/30/2019:**

Activity	Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service	2,716	Library Programs	513
Circulation	424,775	Program Attendance	15,491
Door Count Annually	224,676	Meeting Room Bookings	2,092
Information Questions	76,011	Inter-Library Loans	79,939
Summer Reading Registrants	2,429	Database, Electronic, WiFi & Web Sessions	208,761 [sessions only]
Holdings	189,028	Volunteer Hours	3,051

Please note that circulation for FY19 increased 3.77%. While sister libraries are seeing flat or reduced circulation totals, Westford ended FY19 as the third-highest circulating library in MVLC after Andover and Chelmsford.

**J.V. Fletcher Library 2021**



## 650 Parks & Grounds

### Mission Statement:

The mission of the Parks and Grounds Department is to ensure all parks and grounds maintenance services are appropriate, cost-effective, and of the highest quality, while preserving and enhancing Westford's active and passive recreation areas.

### Goals:

- Undertake appropriate short and long-range facilities maintenance and improvement planning.
- Identify funding strategies that advance facility improvements to meet community needs.
- Work collaboratively with youth sports organizations to maintain high quality services.

### Programs & Services:

The Town of Westford has millions of dollars invested in properties and associated infrastructure that the Parks and Grounds Department is responsible for keeping attractive, functional, and safe for use by the community. This includes active and passive recreation areas, playgrounds and safety surfacing, basketball and tennis courts, beaches and bathhouses, manicured lawns and plantings, natural grass and synthetic athletic fields, wooded property lines, outbuildings with plumbing and electrical distribution systems, irrigation systems, parking areas, and fence lines. Our staff collaborates with and assists many other departments in support of overall town activities, including Community Gardens, Stony Brook Conservation Land, events on the Town Common, Memorial Day programming, Veterans Day activities, holiday lights, etc.

The Parks & Grounds employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets; 58%, 30.2 weeks in Parks; 42%, 22 weeks in Highway. The Parks and Grounds budget is partially supplemented via a 53E 1/2 Maintenance Revolving Account that receives user fees associated with groups and organizations that utilize our athletic facilities.

### Description of Changes:

**Personal Services:** The FY21 Request includes full funding to fill a vacancy that was not backfilled when the previous employee retired. The Town Manager is recommending filling a full-time position that will restore a portion of this vacancy. That position would be split between Parks & Grounds (25%), Highway (25%), and Stormwater (50%). The small increase in longevity is due to union contract requirements. The increase in overtime is based on the FY19 actual expenditure for this line. Since FY19, the Director, Assistant Director, and Office Manager expenses are eliminated from the Parks and Ground Budget. These salaries are now captured in the Recreation Enterprise Budget and partial offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

**Expenses:** Many of the expense lines in this budget fluctuate depending on variables, including weather, age of equipment, staffing levels, and special project work. The majority of the changes in the FY21 budget are reflective of FY19 actuals.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CREW SUPERVISOR	37,020.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
PARKS OPERATIONS SUPERVISOR	40,236.06	40,505.00	40,505.00	40,505.00	40,505.00	40,505.00	0.00%	-
HEAVY EQUIPMENT OPERATOR	106,301.40	134,777.00	163,564.00	147,772.00	165,388.00	166,245.00	9.64%	12,995.00
SEASONAL STAFF	3,597.79	5,350.00	9,025.00	5,350.00	10,000.00	12,000.00	0.00%	-
OVERTIME	7,754.27	2,000.00	11,700.00	8,000.00	11,000.00	11,700.00	300.00%	6,000.00
LONGEVITY	3,875.00	4,125.00	4,125.00	4,125.00	4,125.00	4,125.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>198,784.52</b>	<b>224,024.00</b>	<b>266,186.00</b>	<b>243,019.00</b>	<b>268,285.00</b>	<b>271,842.00</b>	<b>8.48%</b>	<b>18,995.00</b>
<b>EXPENSES</b>								
ELECTRICITY	-	719.00	795.00	795.00	819.00	844.00	10.57%	76.00
WATER	2,069.63	225.00	225.00	225.00	225.00	225.00	0.00%	-
GROUNDS MAINTENANCE	16,410.45	22,000.00	26,250.00	22,000.00	27,000.00	28,000.00	0.00%	-
VEHICLE MAINTENANCE	3,139.41	4,000.00	4,000.00	4,000.00	4,500.00	4,500.00	0.00%	-
EQUIPMENT MAINTENANCE	1,723.72	4,000.00	4,000.00	2,000.00	4,200.00	4,200.00	-50.00%	(2,000.00)
BUILDING LEASE	12,000.00	-	-	-	-	-	-	-
ADD'L BUILDING EXPENSES - LEASED	150.00	-	-	-	-	-	-	-
CONTRACTED SERVICES	1,106.20	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SUPPLIES	1,549.98	-	-	-	-	-	-	-
GASOLINE	6,000.00	10,000.00	10,000.00	7,000.00	10,500.00	11,000.00	-30.00%	(3,000.00)
OFFICE SUPPLIES	233.91	500.00	500.00	500.00	500.00	500.00	0.00%	-
TOWN COMMON EXPENSE	1,797.42	5,000.00	5,000.00	3,000.00	5,000.00	5,000.00	-40.00%	(2,000.00)
MONUMENT MAINT SERVICES	-	1,000.00	1,000.00	500.00	1,100.00	1,100.00	-50.00%	(500.00)
TRAVEL-MILEAGE	622.10	1,800.00	1,800.00	200.00	1,800.00	1,800.00	-88.89%	(1,600.00)
MEETING & CONFERENCES	172.00	2,039.00	2,066.00	2,066.00	2,150.00	2,150.00	1.32%	27.00
DUES AND MEMBERSHIPS	175.00	422.00	510.00	510.00	422.00	422.00	20.85%	88.00
RECREATIONAL EQUIPMENT	2,110.40	785.00	785.00	785.00	1,000.00	1,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>49,260.22</b>	<b>53,490.00</b>	<b>57,931.00</b>	<b>44,581.00</b>	<b>60,216.00</b>	<b>61,741.00</b>	<b>-16.66%</b>	<b>(8,909.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>248,044.74</b>	<b>277,514.00</b>	<b>324,117.00</b>	<b>287,600.00</b>	<b>328,501.00</b>	<b>333,583.00</b>	<b>3.63%</b>	<b>10,086.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Crew Supervisor	0.6	WPWA	37,267.00	1,300.00	38,567.00
Parkers/Operations Supervisor	0.6	WPWA	40,505.00	1,300.00	41,805.00
Heavy Equipment Operator	2.6	WPWA	147,772.00	1,525.00	149,297.00
Seasonal Staff			5,350.00		5,350.00
Overtime			8,000.00		8,000.00
<b>Total Personal Services</b>	<b>3.8</b>		<b>238,894.00</b>	<b>4,125.00</b>	<b>243,019.00</b>

The personnel shared by Parks & Grounds and Cemetery with Highway are split as follows:

- 30.2 weeks or 58% in 650 Parks & Grounds & 491 Cemetery
- 22 weeks or 42% in the Highway Budget

## 660 Land Management

**Mission Statement:** The Conservation Department and Conservation Commission are committed to managing land and water under their control by balancing passive recreation interests with natural resource protection.

The Department and Commission are dedicated to maintaining buildings and facilities at the East Boston Camps on the Stony Brook Conservation land as well the farm stand at Hills Orchard and managing the Day Field for agricultural purposes.

### Goals for FY 2020

- Implement Forestry Stewardship at Stony Brook Conservation Area.
- Continue to work with partner organizations to improve trail access for people with disabilities.
- Establish Ranger/Land Manager position to enforce Rules and Regulations on Conservation Land and perform land management work including marking the boundaries of town-owned conservation land.
- Continue to work with Hill Orchard Farm Manager to make improvements to Hill Orchard facilities and grounds.



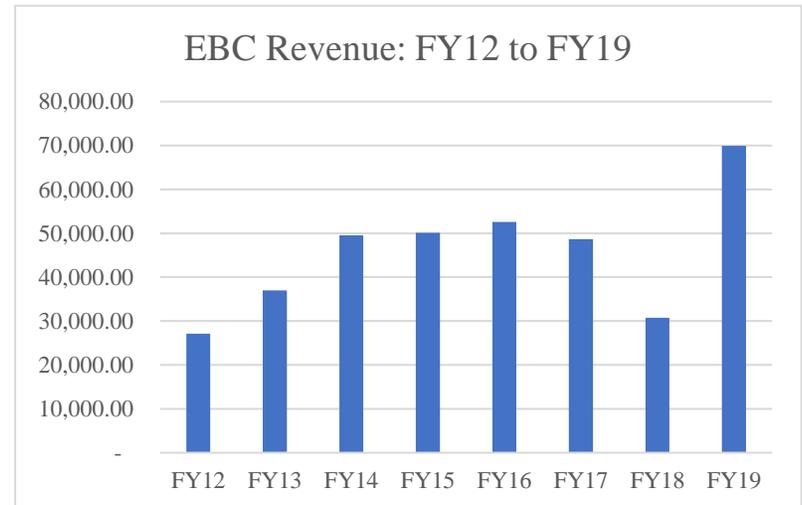
DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	4,372.09	3,000.00	4,400.00	4,400.00	4,500.00	4,500.00	46.67%	1,400.00
NATURAL GAS	609.40	1,500.00	1,500.00	800.00	1,600.00	1,600.00	-46.67%	(700.00)
WATER	4,445.33	3,500.00	4,500.00	4,500.00	5,000.00	5,000.00	28.57%	1,000.00
BUILDING MAINTENANCE	6,943.22	7,000.00	7,000.00	7,000.00	10,000.00	10,000.00	0.00%	-
GROUNDS MAINTENANCE	4,596.65	5,500.00	5,500.00	5,500.00	8,000.00	8,000.00	0.00%	-
CARETAKER SERVICES	20,934.08	20,000.00	30,000.00	20,000.00	35,000.00	35,000.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>41,900.77</b>	<b>40,500.00</b>	<b>52,900.00</b>	<b>42,200.00</b>	<b>64,100.00</b>	<b>64,100.00</b>	<b>4.20%</b>	<b>1,700.00</b>
<b>DEPARTMENT TOTAL</b>	<b>41,900.77</b>	<b>40,500.00</b>	<b>52,900.00</b>	<b>42,200.00</b>	<b>64,100.00</b>	<b>64,100.00</b>	<b>4.20%</b>	<b>1,700.00</b>

**Description of Changes:**

- The 2021 budget proposes an increase for a seasonal position to act as a Ranger/Land Manager and patrol conservation areas during the summer and assist with land management. However, due to budget constraints, the request was not recommended. Other increases are to cover actual costs.

**Programs & Services:**

- Manages conservation properties and oversees contracted services at East Boston Camps, Day Land and Hill Orchard.
- Works with seasonal staff and volunteers to manage trails.
- Manages land leased for agricultural purposes at Day Field.
- Works with residents, home owner associations and condo associations to ensure compliance with Conservation Restrictions.
- Monitors town-owned conservation land to ensure that passive recreation is in balance with protection of lands natural resources.



**670 Historical Commission****Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the selectmen and to the Massachusetts Historical Commission that any such place be certified as an historical or archaeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	3,966.87	3,900.00	4,000.00	4,000.00	4,000.00	4,000.00	2.56%	100.00
HEATING FUEL	3,750.26	3,500.00	3,800.00	3,800.00	3,800.00	3,800.00	8.57%	300.00
WATER	212.16	800.00	500.00	500.00	500.00	500.00	-37.50%	(300.00)
SEWER / SEPTIC	1,650.00	250.00	500.00	500.00	500.00	500.00	100.00%	250.00
BUILDING MAINTENANCE	281.46	3,000.00	3,000.00	500.00	3,000.00	3,000.00	-83.33%	(2,500.00)
GROUNDS MAINTENANCE	-	300.00	300.00	100.00	300.00	300.00	-66.67%	(200.00)
EQUIPMENT MAINTENANCE	26.97	400.00	400.00	100.00	400.00	400.00	-75.00%	(300.00)
SIGNAGE	-	500.00	500.00	100.00	500.00	500.00	-80.00%	(400.00)
SECURITY SYSTEM SERVICES	1,153.30	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%	200.00
CONTRACTED SERVICES	-	3,000.00	4,000.00	1,000.00	4,000.00	4,000.00	-66.67%	(2,000.00)
ENCUMBRANCES	5,000.00							-
<b>CATEGORY TOTAL</b>	<b>16,041.02</b>	<b>16,650.00</b>	<b>18,200.00</b>	<b>11,800.00</b>	<b>18,200.00</b>	<b>18,200.00</b>	<b>-29.13%</b>	<b>(4,850.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>16,041.02</b>	<b>16,650.00</b>	<b>18,200.00</b>	<b>11,800.00</b>	<b>18,200.00</b>	<b>18,200.00</b>	<b>-29.13%</b>	<b>(4,850.00)</b>

**Description of Changes:** The FY21 Historical Commission budget reflects a 29.13% overall decrease. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd. with the help of the Facilities Director.

**Programs & Services:** The purpose of the budget is to fulfill the Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

## Debt Service

### 710 Debt Service

*Excluded debt* is paid for outside the levy limit. Excluded projects must be authorized by town meeting and a ballot vote. The debt service costs are paid by adding the annual debt service dollars to the tax rate calculation each year. The increase in the tax rate continues each year until the loan is paid off. Excluded debt made up 3.69% of our tax rate in FY19 and 3.62% in FY20. These figures are historical lows. Excluded debt in FY2013 made up 6.17% of our tax rate, and in 2010, 9.49%. The most recent excluded project was the Fletcher Fire Station on Boston Rd. When we issued the debt on the fire station, we structured the repayment to prevent a large spike in the tax rate and to ladder in with expiring school building loans. As the school building loans are paid off over the next 3 years, the principal payments for the fire station loan will increase, keeping the impact on the tax rate smooth, until or unless new loans are authorized.

The budget model and debt fall off schedule track issued debt as well as projects that are being seriously considered but are not yet authorized. We are projecting excluded debt service for a new center building where the old fire station stood in FY23, a new school administration building in FY24 and Library remodeling project in FY24. By estimating projects that are under consideration, we hope to provide tools to the Town Manager, Board of Selectmen and Finance Committee. It is important to remember that future projects are estimates, and solid numbers cannot be obtained until the project is designed and bid.

*Non-Excluded Debt* is paid for out of the regular operating budget under the levy limit. It is very important that we keep room in the budget for non-excluded debt to provide for ongoing infrastructure and capital needs. The non-excluded annual debt service is between 1.5 million and 2.0 million in our budget and budget model. This is a vital part of our financial stability.

EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC
ACADEMY REFUNDING 1	Principal	2020	1,320,000.00	1,295,000.00	0.00	0.00	0.00	0.00	-100.00%
ACADEMY REFUNDING 1	Interest	2020	104,600.00	51,800.00	0.00	0.00	0.00	0.00	-100.00%
ELEMENTARY SCHOOL CONST 040103	Principal	2023	1,305,000.00	1,360,000.00	1,425,000.00	1,425,000.00	1,490,000.00	1,555,000.00	4.78%
ELEMENTARY SCHOOL CONST 040103	Interest	2023	339,637.50	271,125.00	199,725.00	199,725.00	137,025.00	34,988.00	-26.33%
MIDDLE SCHOOL CONST 040103	Principal	2023	1,245,000.00	1,300,000.00	1,355,000.00	1,355,000.00	1,415,000.00	1,480,000.00	4.23%
MIDDLE SCHOOL CONST 040103	Interest	2023	323,507.50	258,145.00	189,895.00	189,895.00	130,275.00	33,300.00	-26.44%
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Principal	2024	515,000.00	500,000.00	480,000.00	480,000.00	465,000.00	450,000.00	-4.00%
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Interest	2024	50,700.00	40,400.00	30,400.00	30,400.00	20,800.00	11,500.00	-24.75%
SENIOR CENTER CONSTRUCTION 11-09	Principal	2030	185,000.00	190,000.00	190,000.00	190,000.00	195,000.00	195,000.00	0.00%
SENIOR CENTER CONSTRUCTION 11-09	Interest	2030	85,350.00	76,100.00	66,600.00	66,600.00	57,100.00	47,350.00	-12.48%
CENTER FIRE STATION 03-15	Principal	2038	100,000.00	290,000.00	210,000.00	210,000.00	310,000.00	190,000.00	-27.59%
CENTER FIRE STATION 03-15	Interest	2038	310,000.00	305,000.00	290,500.00	290,500.00	280,000.00	264,500.00	-4.75%
CENTER FIRE STATION SECOND BOND	Principal	2038	0.00	35,618.00	45,000.00	45,000.00	45,000.00	45,000.00	26.34%
CENTER FIRE STATION SECOND BOND	Interest	2038	0.00	0.00	27,900.00	27,900.00	25,650.00	23,400.00	
NEW CENTER BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	589,868.00	
NEW CENTER BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
J.V. FLETCHER LIBRARY EXPANSION	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
J.V. FLETCHER LIBRARY EXPANSION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
SCHOOL ADMINISTRATION BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
SCHOOL ADMINISTRATION BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL EXEMPT DEBT</b>			<b>5,883,795.00</b>	<b>5,973,188.00</b>	<b>4,510,020.00</b>	<b>4,510,020.00</b>	<b>4,570,850.00</b>	<b>4,919,906.00</b>	<b>-24.50%</b>

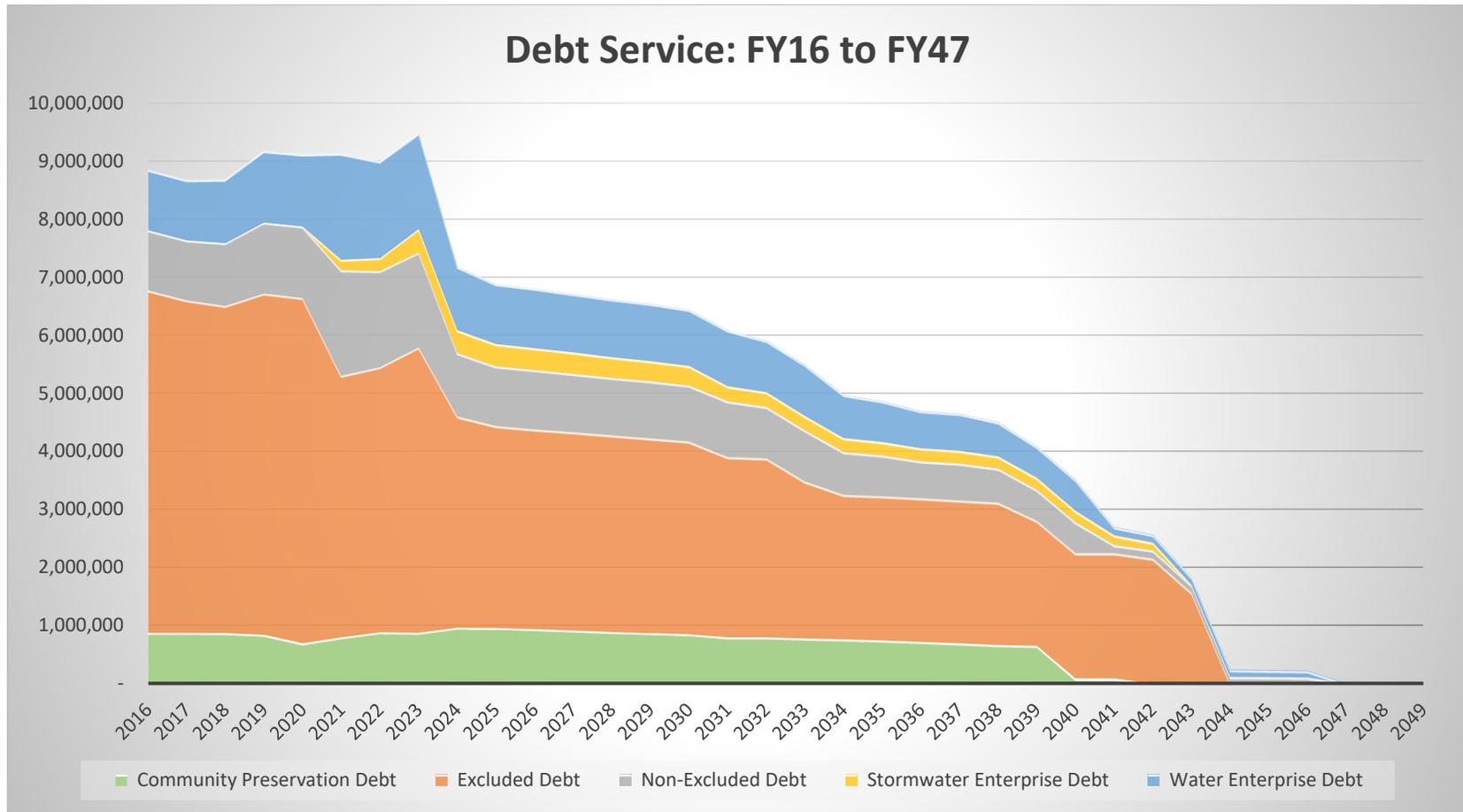
NON-EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC
TITLE V	Principal	2020	4,014.00	4,014.00	0.00	0.00	0.00	0.00	-100.00%
SEWER EXTENSION 061506	Principal	2019	90,000.00	0.00	0.00	0.00	0.00	0.00	
SEWER EXTENSION 061506	Interest	2019	1,800.00	0.00	0.00	0.00	0.00	0.00	
GROTON ROAD WATER MAIN 061506	Principal	2031	10,693.65	10,906.00	11,123.00	11,123.00	11,344.00	11,570.00	1.99%
GROTON ROAD WATER MAIN 061506	Interest	2031	3,030.34	2,815.00	2,595.00	2,595.00	2,370.00	2,140.00	-7.82%
GROTON ROAD WATER MAIN 061506	Administrative	2031	227.28	211.00	195.00	195.00	178.00	161.00	-7.58%
TOWN HALL CONSTRUCTION	Principal	2030	85,500.00	54,150.00	65,550.00	65,550.00	65,550.00	65,550.00	21.05%
TOWN HALL CONSTRUCTION	Interest	2030	14,871.00	39,091.00	26,733.00	26,733.00	23,456.00	20,178.00	-31.61%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	36,278.61	37,011.00	37,757.00	37,757.00	38,519.00	39,296.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	10,300.03	9,567.00	8,819.00	8,819.00	8,057.00	7,279.00	-7.82%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Administrative	2031	772.51	718.00	662.00	662.00	604.00	546.00	-7.80%
ABBOT ELEVATOR	Principal	2023	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
ABBOT ELEVATOR	Interest	2023	4,500.00	3,600.00	2,700.00	2,700.00	1,800.00	900.00	-25.00%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Principal	2022	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Interest	2022	1,600.00	1,200.00	800.00	800.00	400.00	0.00	-33.33%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Principal	2022	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Interest	2022	800.00	600.00	400.00	400.00	200.00	0.00	-33.33%
FIRE TRUCK - 544,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
FIRE TRUCK - 544,000	Interest	2024	6,500.00	5,400.00	4,300.00	4,300.00	3,200.00	2,100.00	-20.37%
WA BLEACHERS - 550,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
WA BLEACHERS - 550,000	Interest	2024	6,600.00	5,500.00	4,400.00	4,400.00	3,300.00	2,200.00	-20.00%
1ST ROBINSON BOILER & 2ND ABBOT BOILER	Principal	2019	20,000.00	0.00	0.00	0.00	0.00	0.00	
1ST ROBINSON BOILER & 2ND ABBOT BOILER	Interest	2019	400.00	0.00	0.00	0.00	0.00	0.00	
DESIGN & ENGINEERING: HIGHWAY - 600,000	Principal	Estimated Debt	167,000.00	0.00	0.00	0.00	0.00	0.00	
DESIGN & ENGINEERING: HIGHWAY - 600,000	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Principal	2024	20,000.00	20,000.00	20,000.00	17,000.00	17,000.00	17,000.00	-15.00%
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Interest	2024	2,300.00	1,900.00	1,500.00	1,275.00	935.00	595.00	-32.89%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Principal	2037	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Interest	2037	43,450.00	40,450.00	37,450.00	37,450.00	35,200.00	32,950.00	-7.42%
MSBA DAY & ROBINSON WINDOWS SECOND BONI	Principal	2034	25,000.00	69,688.00	30,000.00	30,000.00	30,000.00	30,000.00	-56.95%
MSBA DAY & ROBINSON WINDOWS SECOND BONI	Interest	2034	0.00	0.00	15,288.00	15,288.00	13,788.00	12,288.00	
DISPATCH CENTER	Principal	2037	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
DISPATCH CENTER	Interest	2037	22,362.50	20,713.00	19,063.00	19,063.00	17,825.00	16,588.00	-7.97%
PLAIN ROAD SIDEWALK	Principal	2029	0.00	55,725.00	55,000.00	55,000.00	50,000.00	50,000.00	-1.30%
PLAIN ROAD SIDEWALK	Interest	2029	0.00	31,251.00	20,750.00	20,750.00	18,000.00	15,500.00	-33.60%
MAIN STREET RECONSTRUCTION	Principal	2029	0.00	190,000.00	190,000.00	111,794.00	111,794.00	111,794.00	-41.16%
MAIN STREET RECONSTRUCTION	Interest	2029	0.00	115,849.00	77,750.00	45,747.00	40,158.00	34,568.00	-60.51%
ENGINE 4 REPLACEMENT - \$615,000	Principal	2028	0.00	64,275.00	65,000.00	65,000.00	65,000.00	65,000.00	1.13%
ENGINE 4 REPLACEMENT - \$615,000	Interest	2028	0.00	35,869.00	23,800.00	23,800.00	20,550.00	17,300.00	-33.65%
WASTE WATER UPGRADE DEP	Principal	2029	0.00	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	0.00%
WASTE WATER UPGRADE DEP	Interest	2029	0.00	28,481.00	18,950.00	18,950.00	16,450.00	13,950.00	-33.46%

NON-EXEMPT DEBT CONT'D		YEAR OF LOAN EXPIRATION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC
ROUDENBUSH REHABILITATION	Principal	2039	0.00	50,595.00	20,000.00	20,000.00	22,000.00	22,500.00	-60.47%
ROUDENBUSH REHABILITATION	Interest	2039	0.00	0.00	21,728.00	21,728.00	20,928.00	20,048.00	
ROADWAY IMPROVEMENT 03/24/18	Principal	2029	0.00	101,928.00	80,000.00	80,000.00	80,000.00	75,000.00	-21.51%
ROADWAY IMPROVEMENT 03/24/18	Interest	2029	0.00	0.00	31,250.00	31,250.00	27,250.00	23,250.00	
ABBOT ROOF MSBA CONSTRUCTION	Principal	Estimated Debt	0.00	0.00	191,638.00	191,638.00	142,000.00	142,000.00	
ABBOT ROOF MSBA CONSTRUCTION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
ROADWAY IMPROVEMENT 03/23/19	Principal	Estimated Debt	0.00	0.00	60,313.00	60,313.00	60,313.00	60,313.00	
ROADWAY IMPROVEMENT 03/23/19	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TOWN LIGHTING PROJECT	Principal	Estimated Debt	0.00	0.00	8,948.00	8,948.00	0.00	0.00	
TOWN LIGHTING PROJECT	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Principal	Estimated Debt	0.00	0.00	0.00	0.00	81,925.00	120,069.00	
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
63 MAIN STREET	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
63 MAIN STREET	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
ROBINSON ROOF MSBA	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
ROBINSON ROOF MSBA	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
BLANCHARD ROOF MSBA	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
BLANCHARD ROOF MSBA	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TSSTF ACCESS CONTROLS (\$500K)	Principal	Estimated Debt	0.00	0.00	61,000.00	61,000.00	61,000.00	61,000.00	
TSSTF ACCESS CONTROLS (\$500K)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TSSTF COMMUNICATION (\$106,704)	Principal	Estimated Debt	0.00	0.00	23,902.00	23,902.00	23,902.00	23,902.00	
TSSTF COMMUNICATION (\$106,704)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Principal	Estimated Debt	0.00	0.00	11,000.00	11,000.00	48,800.00	48,800.00	
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
SENIOR CENTER HVAC/ROOF EXTENSION	Principal	Estimated Debt	0.00	0.00	0.00	0.00	35,136.00	35,136.00	
SENIOR CENTER HVAC/ROOF EXTENSION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
FIRE TRUCK	Principal	Estimated Debt	0.00	0.00	0.00	0.00	84,180.00	84,180.00	
FIRE TRUCK	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TOWER TRUCK	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	133,760.00	
TOWER TRUCK	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL NON-EXEMPT DEBT</b>			<b>917,999.92</b>	<b>1,391,507.00</b>	<b>1,640,364.00</b>	<b>1,526,930.00</b>	<b>1,673,112.00</b>	<b>1,774,411.00</b>	<b>9.73%</b>

		YEAR OF LOAN	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
<b>COMMUNITY PRESERVATION DEBT</b>									
EAST BOSTON CAMPS LAND PURCHASE	Principal	2019	730,000.00	0.00	0.00	0.00	0.00	0.00	
EAST BOSTON CAMPS LAND PURCHASE	Interest	2019	29,200.00	0.00	0.00	0.00	0.00	0.00	
TOWN HALL CONSTRUCTION	Principal	2030	64,500.00	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	21.05%
TOWN HALL CONSTRUCTION	Interest	2030	11,004.00	29,490.00	20,167.00	20,167.00	17,695.00	15,222.00	-31.61%
ROUDENBUSH CONSTRUCTION	Principal	2039	0.00	447,300.00	180,000.00	180,000.00	198,000.00	202,500.00	-59.76%
ROUDENBUSH CONSTRUCTION	Interest	2039	0.00	0.00	195,547.00	195,547.00	188,348.00	180,428.00	
ADAMS PROPERTY	Principal	2039	0.00	304,803.00	205,000.00	205,000.00	205,000.00	205,000.00	-32.74%
ADAMS PROPERTY	Interest	2039	0.00	0.00	142,163.00	142,163.00	131,913.00	125,763.00	
INTEREST SHORT TERM DEBT	Interest	Roudenbush	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL COMMUNITY PRESERVATION DEBT</b>			<b>834,704.00</b>	<b>822,443.00</b>	<b>792,327.00</b>	<b>792,327.00</b>	<b>790,406.00</b>	<b>778,363.00</b>	<b>-3.66%</b>
<b>WATER ENTERPRISE DEBT</b>									
		YEAR OF LOAN	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
FILTRATION PLANTS WPAT LOAN 1 072601	Principal	2021	98,817.30	100,657.00	100,270.00	100,270.00	0.00	0.00	-0.38%
FILTRATION PLANTS WPAT LOAN 1 072601	Interest	2021	4,642.89	2,361.00	0.00	0.00	0.00	0.00	-100.00%
FILTRATION PLANTS WPAT LOAN 1 072601	MWPAT Fees	2021	675.00	458.00	233.00	233.00	0.00	0.00	-49.13%
FILTRATION PLANTS WPAT LOAN 2 112602	Principal	2023	485,394.77	481,374.00	501,894.00	501,894.00	525,120.00	527,850.00	4.26%
FILTRATION PLANTS WPAT LOAN 2 112602	Interest	2023	46,925.18	36,059.00	24,458.00	24,458.00	12,188.00	0.00	-32.17%
FILTRATION PLANTS WPAT LOAN 2 112602	MWPAT Fees	2023	4,920.00	3,885.00	2,817.00	2,817.00	1,710.00	574.00	-27.49%
STEPINSKI LAND ACQUISITION 091608	Principal	2024	39,000.00	25,000.00	25,000.00	25,000.00	26,000.00	26,000.00	0.00%
STEPINSKI LAND ACQUISITION 091608	Interest	2024	7,830.00	5,880.00	4,630.00	4,630.00	3,380.00	2,080.00	-21.26%
BYRNE AVE LINE REPL 091608	Principal	2024	31,000.00	20,000.00	20,000.00	20,000.00	24,000.00	24,000.00	0.00%
BYRNE AVE LINE REPL 091608	Interest	2024	6,670.00	5,120.00	4,120.00	4,120.00	3,120.00	1,920.00	-19.53%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	3,465.11	3,535.00	3,607.00	3,607.00	3,679.00	3,754.00	2.04%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	983.79	914.00	843.00	843.00	770.00	695.00	-7.77%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Principal	2031	49,115.62	50,106.00	51,117.00	51,117.00	52,148.00	53,201.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Interest	2031	13,944.62	12,952.00	11,941.00	11,941.00	10,908.00	9,854.00	-7.81%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	MWPAT Fees	2031	1,119.62	1,040.00	959.00	959.00	876.00	792.00	-7.79%
GRANITEVILLE UPGRADE MAIN	Principal	2033	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	0.00%
GRANITEVILLE UPGRADE MAIN	Interest	2033	29,537.50	28,238.00	26,838.00	26,838.00	25,438.00	24,038.00	-4.96%
RTE 110 UPGRADE MAIN	Principal	2033	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
RTE 110 UPGRADE MAIN	Interest	2033	10,725.00	10,225.00	9,725.00	9,725.00	9,225.00	8,725.00	-4.89%
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Principal	2037	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Interest	2037	8,690.00	8,090.00	7,490.00	7,490.00	7,040.00	6,590.00	-7.42%
PLEASANT ST MAIN (ABBOT TO PINE)	Principal	2037	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
PLEASANT ST MAIN (ABBOT TO PINE)	Interest	2037	10,862.50	10,112.00	9,363.00	9,363.00	8,800.00	8,238.00	-7.41%
GROTON/DUNSTABLE ROAD	Principal	2034	0.00	0.00	35,000.00	35,000.00	35,000.00	35,000.00	
VINEBROOK WATER MAIN EXTENSION BETTERME	Interest	2034	0.00	0.00	16,638.00	16,638.00	14,888.00	13,138.00	
VINEBROOK WATER MAIN EXTENSION BETTERME	Principal	2038	0.00	0.00	55,000.00	55,000.00	55,000.00	55,000.00	
VINEBROOK WATER MAIN EXTENSION BETTERME	Interest	2038	0.00	0.00	30,650.00	30,650.00	27,900.00	25,150.00	
DEBT BORROWED NOT BUDGETED	Debt	Estimated Debt	0.00	380,480.00	432,408.00	432,408.00	690,561.00	878,496.00	13.65%
<b>TOTAL WATER ENTERPRISE DEBT</b>			<b>989,318.90</b>	<b>1,326,486.00</b>	<b>1,515,001.00</b>	<b>1,515,001.00</b>	<b>1,677,751.00</b>	<b>1,850,095.00</b>	<b>14.21%</b>

		YEAR OF LOAN	FISCAL 2019	FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2021
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
<b>STORMWATER ENTERPRISE DEBT</b>									
10 WHEEL DUMPTRUCK: HIGHWAY	Principal	2024	0.00	0.00	3,000.00	3,000.00	3,000.00	3,000.00	
10 WHEEL DUMPTRUCK: HIGHWAY	Interest	2024	0.00	0.00	225.00	225.00	165.00	105.00	
MAIN STREET RECONSTRUCTION	Principal	2029	0.00	0.00	78,206.00	78,206.00	78,206.00	78,206.00	
MAIN STREET RECONSTRUCTION	Interest	2029	0.00	0.00	32,003.00	32,003.00	28,092.00	24,182.00	
OAK HILL RECONSTRUCTION PROJECT	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	101,000.00	
OAK HILL RECONSTRUCTION PROJECT	Interest	Estimated Debt	0.00	0.00	40,400.00	40,400.00	40,400.00	76,760.00	
CULVERT DESIGN, PERMITTING & REPLACEMENT	Principal	Estimated Debt	0.00	0.00	25,000.00	25,000.00	50,000.00	75,000.00	
CULVERT DESIGN, PERMITTING & REPLACEMENT	Interest	Estimated Debt	0.00	0.00	21,250.00	21,250.00	42,500.00	63,750.00	
DRAINAGE IMPROVEMENT PROGRAM	Principal	Estimated Debt	0.00	0.00	66,000.00	66,000.00	66,000.00	66,000.00	
DRAINAGE IMPROVEMENT PROGRAM	Interest	Estimated Debt	0.00	0.00	28,050.00	28,050.00	28,050.00	28,050.00	
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
<b>TOTAL STORMWATER ENTERPRISE DEBT</b>			<b>0.00</b>	<b>0.00</b>	<b>294,134.00</b>	<b>294,134.00</b>	<b>336,413.00</b>	<b>516,053.00</b>	
<b>SUMMARY</b>			<b>FISCAL 2019</b>	<b>FISCAL 2020</b>	<b>FISCAL 2021</b>	<b>FISCAL 2021</b>	<b>FISCAL 2022</b>	<b>FISCAL 2023</b>	<b>FISCAL 2021</b>
			<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>
TOTAL EXEMPTED DEBT(G/F)			5,883,795.00	5,973,188.00	4,510,020.00	4,510,020.00	4,570,850.00	4,919,906.00	-24.50%
TOTAL NON EXEMPTED DEBT(G/F)			917,999.92	1,391,507.00	1,640,364.00	1,526,930.00	1,673,112.00	1,774,411.00	9.73%
TOTAL COMMUNITY PRES FUND			834,704.00	822,443.00	792,327.00	792,327.00	790,406.00	778,363.00	-3.66%
TOTAL WATER DEBT(Water Enterprise)			989,318.90	1,326,486.00	1,515,001.00	1,515,001.00	1,677,751.00	1,850,095.00	14.21%
TOTAL STORMWATER ENTEPRISE DEBT			0.00	0.00	294,134.00	294,134.00	336,413.00	516,053.00	
TOTAL SHORT TERM DEBT			69,930.40	122,231.00	70,000.00	40,000.00	43,300.00	43,300.00	-67.28%
TOTAL APPROPRIATION			8,695,748.22	9,635,855.00	8,821,846.00	8,678,412.00	9,091,832.00	9,882,128.00	-9.94%
LESS WATER(BUDGETED IN WATER ENT)			(989,318.90)	(1,326,486.00)	(1,515,001.00)	(1,515,001.00)	(1,677,751.00)	(1,850,095.00)	14.21%
LESS STORMWATER(BUDGET IN SW ENT)			0.00	0.00	(294,134.00)	(294,134.00)	(336,413.00)	(516,053.00)	
LESS COMMUNITY PRES FUND			(834,704.00)	(822,443.00)	(792,327.00)	(792,327.00)	(790,406.00)	(778,363.00)	-3.66%
<b>APPROPRIATION G/F</b>			<b>6,871,725.32</b>	<b>7,486,926.00</b>	<b>6,220,384.00</b>	<b>6,076,950.00</b>	<b>6,287,262.00</b>	<b>6,737,617.00</b>	<b>-18.83%</b>

The graph below links to the debt fall of schedule, so it does include projects being considered in the future, including; debt service for a new center building and improvements to the athletic complex at Westford Academy in FY22, a new school administration building in FY2024 and the Library remodeling project in 2024.



**Other Information:**

<b>Debt Balance on June 30th</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Long-Term Indebtedness:</b>					
<b>Within the General Debt Limit</b>					
Land Acquisition	4,218,000	897,000	1,677,000	2,423,000	3,144,000
Departmental Equipment	989,275	520,000	700,000	880,000	1,060,000
Sewers & Drains	465,000	90,000	185,000	280,000	380,000
Schools	11,865,000	14,545,000	17,115,000	19,580,000	21,940,000
Other Buildings	16,105,000	17,190,000	8,189,000	8,015,000	8,955,000
Engineering/Highway	2,405,725	-	50,000	100,000	150,000
<b>Total Within Gen Debt Limit</b>	<b>36,048,000</b>	<b>33,242,000</b>	<b>27,916,000</b>	<b>31,278,000</b>	<b>35,629,000</b>
<b>Outside the General Debt Limit</b>					
Schools	3,095,000	4,515,000	5,965,000	5,340,000	6,735,000
Other Outside General	4,014	8,028	12,042	16,056	20,070
Water	7,055,163	8,145,716	9,309,304	9,502,966	10,565,738
<b>Total Outside Gen Debt Limit</b>	<b>10,154,177</b>	<b>12,668,744</b>	<b>15,286,346</b>	<b>14,859,022</b>	<b>17,320,808</b>
<b>Total All Long Term Debt:</b>	<b>46,202,177</b>	<b>45,910,744</b>	<b>43,202,346</b>	<b>46,137,022</b>	<b>52,949,808</b>
Debt figures taken from the Town of Westford Statement of Indebtedness.					

## Unclassified

### 940 Otherwise Unclassified

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
WATER DIRECT / INDIRECT COSTS	(454,145.00)	(459,080.00)	(459,080.00)	(575,652.00)	(575,652.00)	(575,652.00)	25.39%	(116,572.00)
RECREATION DIRECT / INDIRECT COSTS	(242,283.00)	(109,721.00)	(109,721.00)	(108,049.00)	(108,049.00)	(108,049.00)	-1.52%	1,672.00
AMBULANCE DIRECT / INDIRECT COSTS	(341,908.00)	(380,831.00)	(380,831.00)	(318,383.00)	(318,383.00)	(318,383.00)	-16.40%	62,448.00
STORMWATER DIRECT / INDIRECT COSTS	-	-	(393,964.00)	(393,964.00)	(393,964.00)	(393,964.00)		(393,964.00)
<b>CATEGORY TOTAL</b>	<b>(1,038,336.00)</b>	<b>(949,632.00)</b>	<b>(1,343,596.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>47.01%</b>	<b>(446,416.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>(1,038,336.00)</b>	<b>(949,632.00)</b>	<b>(1,343,596.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>(1,396,048.00)</b>	<b>47.01%</b>	<b>(446,416.00)</b>

### Description of Changes:

The direct and indirect charges have been calculated for the FY21 budget. The Water Direct/Indirect costs increased by \$116,572 because of the formation of the DPW. The Stormwater Direct/Indirect Costs are new for the FY21 budget, and they account for the majority of the increase in FY21. The detail of the direct / indirect costs are located in the enterprise sections of this document.

### Programs & Services:

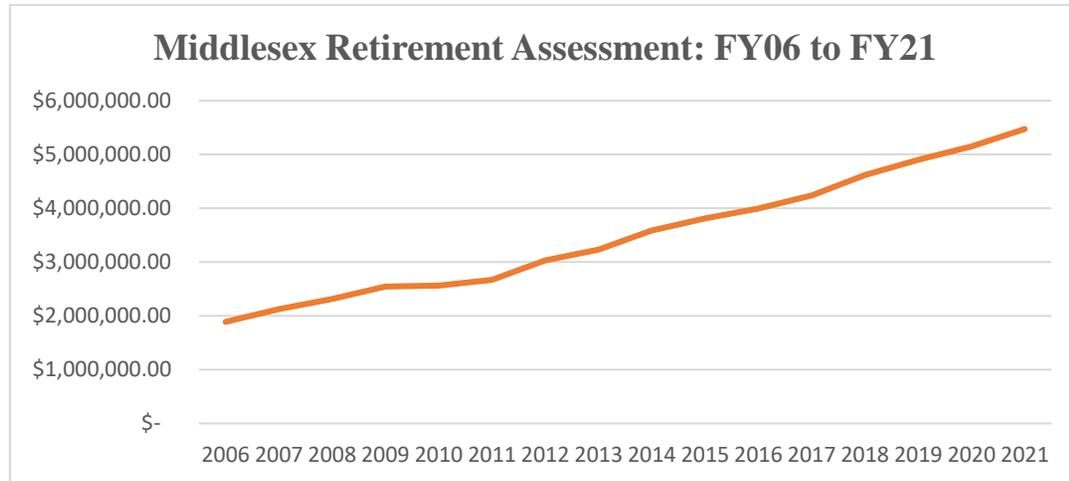
The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided by other town departments such as payroll. These charges are an offset to the 945 Unclassified Budget on the following page.

## 945 Unclassified

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
RETIREMENT ASSESSMENT	4,902,690.00	5,152,765.00	5,473,719.00	5,473,719.00	5,878,774.00	6,313,804.00	6.23%	320,954.00
MILITARY RETIREMENT ASSESSMENT	-	518.00	1,783.00	1,783.00			244.21%	1,265.00
HEALTH INSURANCE	9,812,913.52	10,449,659.00	11,902,516.00	11,289,358.00	11,903,338.00	12,923,538.00	8.04%	839,699.00
MEDICARE PART B PENALTY	13,384.20	13,700.00	13,700.00	13,700.00	13,700.00	13,700.00	0.00%	-
HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	64,479.89							-
LIFE INSURANCE	4,712.89	5,800.00	5,400.00	5,200.00	5,400.00	5,400.00	-10.34%	(600.00)
MEDICARE TAX	967,545.87	960,000.00	1,020,000.00	1,020,000.00	1,050,600.00	1,082,119.00	6.25%	60,000.00
WORKERS COMPENSATION	419,619.34	431,483.00	461,687.00	495,000.00	510,000.00	535,500.00	14.72%	63,517.00
WORKERS COMPENSATION RUNOUT	-	20,000.00	21,400.00	-	-	-	-100.00%	(20,000.00)
UNEMPLOYMENT COMPENSATION	48,953.77	80,000.00	80,000.00	80,000.00	84,000.00	88,200.00	0.00%	-
SICK LEAVE/VAC BUY BACK-PR	65,626.06	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
HEALTH CONSULTING	24,000.00	22,000.00	25,000.00	25,000.00			13.64%	3,000.00
HEALTH RELATED PROGRAMS	3,847.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
COMPREHENSIVE LIABILITY	161,902.60	162,062.00	173,407.00	160,000.00	160,000.00	168,000.00	-1.27%	(2,062.00)
EXCESS UMBRELLA LIABILITY	13,096.60	12,067.00	12,912.00	13,000.00	13,000.00	13,650.00	7.73%	933.00
AUTO LIABILITY	80,203.94	85,772.00	91,777.00	90,000.00	90,000.00	94,500.00	4.93%	4,228.00
PUBLIC OFFICIALS LIABILITY	29,489.66	31,555.00	33,764.00	35,000.00	35,000.00	36,750.00	10.92%	3,445.00
EDUCATION LIABILITY	18,192.17	19,466.00	20,829.00	22,000.00	22,000.00	23,100.00	13.02%	2,534.00
POLICE/FIRE LIABILITY	63,237.97	65,000.00	69,550.00	69,550.00	73,028.00	76,679.00	7.00%	4,550.00
GENERAL LIABILITY INSURANCE	54,300.38	51,785.00	55,410.00	45,000.00	45,000.00	47,250.00	-13.10%	(6,785.00)
DEDUCTIBLES	11,357.02	10,000.00	10,700.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENCUMBRANCES	48,594.54							-
<b>CATEGORY TOTAL</b>	<b>16,808,147.42</b>	<b>17,633,632.00</b>	<b>19,533,554.00</b>	<b>18,908,310.00</b>	<b>19,953,840.00</b>	<b>21,492,190.00</b>	<b>7.23%</b>	<b>1,274,678.00</b>
<b>DEPARTMENT TOTAL</b>	<b>16,808,147.42</b>	<b>17,633,632.00</b>	<b>19,533,554.00</b>	<b>18,908,310.00</b>	<b>19,953,840.00</b>	<b>21,492,190.00</b>	<b>7.23%</b>	<b>1,274,678.00</b>

**Description of Changes:**

- The budgeted **Middlesex Retirement Assessment** for FY21 is \$5,473,719. This figure was received in August of 2018 and represents a 6.23% increase over the previous fiscal year. Middlesex Retirement offers a discounted rate for those participants that pay the annual assessment in full on July 1, resulting in a saving of \$99,866 for Westford. The graph to the right shows the increase of the assessment since FY05. At this time, the Middlesex



Retirement System's debt to equity ratio is 46.40%, down from 49.27% in the previous year. Investment losses in December 2018 are the primary reason for the decrease. Westford is scheduled to fully fund its pension obligation by 2035, at which time there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year." For instance, had the retirement fund been fully funded for FY21, the assessment would be \$1,429,783 as opposed to \$5,473,719.

- On November 1, 2019, the town renewed its **Health Insurance** plan with Blue Cross Blue Shield (BCBS). This is the second year with BCBS after spending the previous two years with Fallon Healthcare. Non-Medicare plan increased by 7.9%, and the Medicare supplemented plan increased by 1.5% effective December 1, 2019. At the March 22, 2014 Annual Town Meeting, the town established and appropriated \$500,000 into a health insurance stabilization fund. With this fund in place, we have lowered our estimated health insurance increase from 12% to 8% each year. The current health insurance stabilization fund is approximately 6.1% of the health insurance budget, or \$656,286, and is set aside as an emergency fund in case the town earns a higher than predicted increase in health care premium rates; sees a large migration onto the plan (currently only 56.5% of eligible personnel are on the town's health insurance); or there are more retirements than anticipated. If any of these scenarios occur, we would request a transfer from the health care stabilization fund at a town meeting to supplement the health insurance budget. If a health care supplement is not needed, then the balance would carry forward to the next fiscal year.

## School &amp; Town 945 Expenditures

Account	FY21 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	5,473,719.00	66.04%	3,614,967	33.96%	1,858,752	FY19 Actual Middlesex Retirement Employee Deduction
MILITARY RETIREMENT ASSESSMENT	1,783.00	100.00%	1,783	0.00%	-	Middlesex Retirement Notice
HEALTH INSURANCE (BASED ON FY19 ACTUALS)						
ACTIVE	8,850,167.00	27.88%	2,467,120	72.12%	6,383,047	FY19 Nov-June Expenditures with BCBS
RETIREE	2,439,191.00	25.03%	610,491	74.97%	1,828,700	FY19 Nov-June Expenditures with BCBS
LIFE INSURANCE	5,200.00	33.45%	1,740	66.55%	3,461	FY19 Actual Life Insurance Deductions
MEDICARE PART B PENALTY	13,700.00	16.29%	2,231	83.71%	11,469	Based on November 2019 Invoice
MEDICARE TAX	1,020,000.00	27.37%	279,183	72.63%	740,817	FY18 Actual Employer Medicare Tax
WORKERS COMPENSATION	495,000.00	24.93%	123,382	75.07%	371,618	MIIA Property & Casualty Group
UNEMPLOYMENT COMPENSATION	80,000.00	27.93%	22,347	72.07%	57,653	FY19 Employee Gross Wages
SICK LEAVE/VAC BUYBACK-PR	50,000.00	100.00%	50,000			Town only
HEALTH INSURANCE CONSULTING	25,000.00	27.26%	6,815	72.74%	18,185	FY19 Nov-June Expenditures with BCBS
HEALTH RELATED PROGRAMS	10,000.00	100.00%	10,000			Town only
COMPREHENSIVE LIABILITY	160,000.00	43.27%	69,238	56.73%	90,762	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	13,000.00	76.01%	9,882	23.99%	3,118	MIIA Property & Casualty Group
AUTO LIABILITY	90,000.00	82.13%	73,916	17.87%	16,084	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	35,000.00	100.00%	35,000	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	22,000.00	0.00%	-	100.00%	22,000	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	69,550.00	100.00%	69,550	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	45,000.00	78.17%	35,177	21.83%	9,823	MIIA Property & Casualty Group
DEDUCTIBLES	10,000.00	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	1,218,957.00	23.92%	291,623	76.08%	927,334	7-1-19 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
<b>TOTAL</b>	<b>20,127,267.00</b>	<b>38.66%</b>	<b>7,781,947</b>	<b>61.34%</b>	<b>12,345,320</b>	

## 990 Transfer to/from Trusts

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
OPEB TRANSFER TO TRUST	1,060,115.00	1,011,026.00	1,418,957.00	1,218,957.00	1,632,418.00	1,870,951.00	20.57%	207,931.00
<b>CATEGORY TOTAL</b>	<b>1,060,115.00</b>	<b>1,011,026.00</b>	<b>1,418,957.00</b>	<b>1,218,957.00</b>	<b>1,632,418.00</b>	<b>1,870,951.00</b>	<b>20.57%</b>	<b>207,931.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,060,115.00</b>	<b>1,011,026.00</b>	<b>1,418,957.00</b>	<b>1,218,957.00</b>	<b>1,632,418.00</b>	<b>1,870,951.00</b>	<b>20.57%</b>	<b>207,931.00</b>

- The **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) contribution is being funded at \$1,418,957 in FY21. The current proposal is to fund the FY21 appropriation of by raising \$1,218,957 through the operating budget and fund the remaining \$200,000 through free cash. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last GASB 74 & 75 measurement period was June 30, 2019, and it showed that Westford had a \$74,267,461 net OPEB liability. The Town is scheduled to have another actuarial study performed in FY20.

To date, the current balance in the OPEB Stabilization Account as of October 31, 2019 is \$7,038,787. The general funds' share is \$6,122,768 and the water enterprise has a balance of \$916,019. At the March 2020 Annual Town Meeting, we are proposing to fund an additional \$1,418,957 towards the liability. This figure was calculated by the Finance Director during an analysis completed in April of 2014 using the rationale that the town fund the normal costs for any employee hired after January 1, 2012. In FY22 and FY23, we have earmarked \$1,632,418 and \$1,870,951 respectively to allocate towards the OPEB Trust.

A link to the GASB 74 and GASB 75 reports can be found [here](#).

## Community Preservation

### 240 Community Preservation Fund

#### Mission Statement:

The CPC's mission is to work collaboratively with residents, advocates, and local officials to review and prioritize the affordable housing, open space, historical restoration, and recreation needs of the community.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SUPPORT STAFF	4,731.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>4,731.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>EXPENSES</b>								
ADMIN EXPENSES	4,439.04	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>4,439.04</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEBT SERVICE</b>								
EAST BOSTON CAMPS - PRINCIPAL	730,000.00							-
EAST BOSTON CAMPS - INTEREST	29,200.00							-
TOWN HALL - PRINCIPAL	64,500.00	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	21.05%	8,600.00
TOWN HALL - INTEREST	11,004.00	29,490.00	20,167.00	20,167.00	17,695.00	15,222.00	-31.61%	(9,323.00)
ROUDENBUSH - PRINCIPAL	-	447,300.00	180,000.00	180,000.00	198,000.00	202,500.00	-59.76%	(267,300.00)
ROUDENBUSH - INTEREST	-		195,547.00	195,547.00	188,348.00	180,428.00		195,547.00
ADAMS PROPERTY - PRINCIPAL	-	304,803.00	205,000.00	205,000.00	205,000.00	205,000.00	-32.74%	(99,803.00)
ADAMS PROPERTY - INTEREST	-		142,163.00	142,163.00	131,913.00	125,763.00		142,163.00
INTEREST ON SHORT TERM DEBT	167,475.00							-
<b>CATEGORY TOTAL</b>	<b>1,002,179.00</b>	<b>822,443.00</b>	<b>792,327.00</b>	<b>792,327.00</b>	<b>790,406.00</b>	<b>778,363.00</b>	<b>-3.66%</b>	<b>(30,116.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,011,349.04</b>	<b>837,443.00</b>	<b>807,327.00</b>	<b>807,327.00</b>	<b>805,406.00</b>	<b>793,363.00</b>	<b>-3.60%</b>	<b>(30,116.00)</b>

#### Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY21. The last payment for the purchase of East Boston Camps, which was approved at the February 2005 Special Town Meeting, was made in FY19. The rehabilitation of the town hall was completed in 2010 and the bond is scheduled to be paid in full in FY30. At the March 2017 Town Meeting, the Town voted to authorize the Rehabilitation, Preservation, and Accessibility Improvements for the Roudenbush Building located at 65 Main Street. The total amount authorized was \$7,012,612, with \$6,300,000

of the bond to be repaid by the Community Preservation Committee, and \$712,612 to be repaid through non-excluded debt service. This bond is scheduled to be fully paid in FY39. At the March 2018 Town Meeting, the Town voted to authorize the Town to borrow \$4,293,000 for the purchase of the Adams land for open space. An additional \$477,000 was appropriated from the Community Preservation Committee Undesignated Fund Balance to bring the total to \$4,770,000. This bond is also scheduled to be paid in full in FY39.

### Other Metrics:

#### Revenue History

Fiscal Year	Penalties / Interest	CPA Surcharge	CPA - State Share	Earnings on Investments	Total
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
2016	4,048.90	1,644,891.63	513,583.00	96,236.22	2,258,759.75
2017	3,933.95	1,702,514.48	373,932.00	106,405.88	2,186,786.31
2018	4,094.86	1,755,499.88	324,179.00	146,892.05	2,230,665.79
2019	4,685.50	1,853,920.51	381,872.00	130,040.91	2,370,518.92
<b>Total</b>	<b>47,725.50</b>	<b>23,152,955.34</b>	<b>11,623,897.00</b>	<b>2,144,884.87</b>	<b>36,969,462.71</b>

## Enterprise

### 600 Water Enterprise

#### Mission Statement:

The goal of the Water Department is to provide dependable and responsive water utility service in a manner that meets State and Federal requirements and the needs of its customers. We are committed to customer service and teamwork consistent with the standards of the Town of Westford. We strive to sustain operations through maximizing efficiency and minimizing operational costs while continuing to meet increased regulation, additional treatment requirements, and rising expectations. The Water Department is focused on supporting the growth of the Town and meeting the increasing demand for safe, reliable water.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SUPERINTENDENT	113,073.97	120,000.00	91,800.00	91,800.00	93,636.00	93,636.00	-23.50%	(28,200.00)
GIS/PROJECT MANAGEMENT ANALYST	-	65,000.00	66,300.00	66,300.00	67,626.00	67,626.00	2.00%	1,300.00
BUSINESS MANAGER	93,306.19	96,600.00					-100.00%	(96,600.00)
RECORDS SUPERVISOR II	64,937.60	69,797.00	70,929.00	70,929.00	72,349.00	72,349.00	1.62%	1,132.00
RECORDS SUPERVISOR	54,288.00	58,835.00	62,097.00	62,097.00	65,772.00	65,772.00	5.54%	3,262.00
ADMINISTRATIVE ASSISTANT	24,017.42	33,028.00	46,500.00	46,500.00	49,235.00	51,156.00	40.79%	13,472.00
TREATMENT MANAGER	85,483.36	88,065.00	88,937.00	88,937.00	90,716.00	90,716.00	0.99%	872.00
COMPLIANCE MANAGER	79,564.60	82,373.00	82,779.00	82,779.00	84,434.00	84,434.00	0.49%	406.00
LABORER	489,860.91	509,370.00	521,896.00	521,896.00	536,930.00	541,711.00	2.46%	12,526.00
SEASONAL STAFF	10,104.77	12,230.00	15,715.00	15,715.00	16,030.00	16,030.00	28.50%	3,485.00
SCHEDULED OVERTIME	60,565.82	62,853.00	64,113.00	64,113.00	65,393.00	65,393.00	2.00%	1,260.00
OVERTIME - NON SCHED	28,730.58	21,423.00	35,000.00	35,000.00	35,000.00	35,000.00	63.38%	13,577.00
STIPENDS / LICENSES	14,600.00	20,325.00	17,325.00	17,325.00	17,325.00	17,325.00	-14.76%	(3,000.00)
LONGEVITY	16,563.20	17,700.00	17,850.00	17,850.00	18,930.00	19,430.00	0.85%	150.00
ON CALL	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	0.00%	-
SICK LEAVE / VACATION BUYBACK	1,040.21	1,934.00	2,000.00	2,000.00	2,040.00	2,040.00	3.41%	66.00
COMPENSATION RESERVE		-	11,680.00	11,680.00	18,005.00	24,187.00		11,680.00
<b>CATEGORY TOTAL</b>	<b>1,160,836.63</b>	<b>1,284,233.00</b>	<b>1,219,621.00</b>	<b>1,219,621.00</b>	<b>1,258,121.00</b>	<b>1,271,505.00</b>	<b>-5.03%</b>	<b>(64,612.00)</b>

	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>EXPENSES</b>								
SPECIAL DETAILS	5,767.14	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
UNIFORM ALLOWANCES	7,702.31	8,600.00	8,600.00	8,600.00	8,600.00	8,600.00	0.00%	-
ELECTRICITY	138,553.81	210,000.00	210,000.00	200,000.00	210,000.00	210,000.00	-4.76%	(10,000.00)
HEATING FUEL	44,180.17	40,000.00	45,000.00	45,000.00	45,000.00	45,000.00	12.50%	5,000.00
STORMWATER UTILITY FEE			7,200.00	7,200.00	7,200.00	7,200.00		7,200.00
BUILDING MAINTENANCE	56,911.31	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VEHICLE MAINTENANCE	26,863.12	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	8,666.96	7,000.00	8,000.00	8,000.00	8,000.00	8,000.00	14.29%	1,000.00
IT MAINTENANCE SUPPORT	14,098.70	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
WATER INFRASTRUCTURE MAINT.	82,670.17	100,000.00	100,000.00	96,904.00	96,904.00	96,904.00	-3.10%	(3,096.00)
WELL REPAIRS / IMPROVEMENTS	34,557.00	65,000.00	65,000.00	62,984.00	62,984.00	62,984.00	-3.10%	(2,016.00)
LEAK SURVEY SERVICES	4,752.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
LABORATORY SERVICES	39,034.69	40,000.00	52,850.00	52,850.00	52,850.00	52,850.00	32.13%	12,850.00
LEGAL SERVICES	75.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRUG AND ALCOHOL TESTING	665.00	550.00	700.00	700.00	700.00	700.00	27.27%	150.00
TRAINING & DEVELOPMENT	5,399.53	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
ENGINEERING SERVICES	19,110.86	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CONTRACTED SERVICES	7,029.33	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
POSTAGE	18,250.83	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
TELEPHONE	15,092.75	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%	-
ADVERTISING - LEGAL	1,088.38	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
CONSUMER AWARENESS	9,158.16	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.00%	-
GASOLINE	17,304.13	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE SUPPLIES	6,959.81	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
HARDWARE SUPPLIES	5,520.11	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
OFFICE EQUIPMENT	-							-
RESURFACE MATERIAL	4,315.01	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
WELL TREATMENT / CHEMICALS	156,170.86	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	0.00%	-
PIPE & PIPE SUPPLIES	218,923.45	70,000.00	70,000.00	67,912.00	67,912.00	67,912.00	-2.98%	(2,088.00)
METER REPLACEMENT	32,909.58	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
HYDRANT REPLACEMENTS	15,536.61	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
DEP ASSESSMENTS	4,224.02	5,100.00	5,100.00	5,100.00	5,100.00	5,100.00	0.00%	-
MEETINGS & CONFERENCES	135.89	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES AND MEMBERSHIPS	3,835.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
APPROVED SPECIAL EXPENSES		20,000.00						
XFER TO GF - DIRECT/INDIRECT COSTS	454,145.00	459,080.00	499,560.00	553,970.00	553,970.00	553,970.00	20.67%	94,890.00
OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
BILL OF PRIOR YEAR	-							-
ENCUMBRANCES	18,652.18							-
<b>CATEGORY TOTAL</b>	<b>1,508,258.87</b>	<b>1,598,830.00</b>	<b>1,645,510.00</b>	<b>1,682,720.00</b>	<b>1,692,720.00</b>	<b>1,692,720.00</b>	<b>6.50%</b>	<b>103,890.00</b>
<b>RESERVE FUND</b>								
EMERGENCY RESERVE FUND		250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
TRANSFERS		(20,000.00)					-100.00%	20,000.00
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>230,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>8.70%</b>	<b>20,000.00</b>

		FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PRINCIPAL &amp; INTEREST</b>								
MWPAT FILTRATION 1 - PRINCIPAL	98,817.30	100,657.00	100,270.00	100,270.00			-0.38%	(387.00)
MWPAT FILTRATION 1 - INTEREST	4,642.89	2,361.00	-	-			-100.00%	(2,361.00)
MWPAT FEES	675.00	458.00	233.00	233.00			-49.13%	(225.00)
MWPAT FILTRATION 2 - PRINCIPAL	485,394.77	481,374.00	501,894.00	501,894.00	525,120.00	527,850.00	4.26%	20,520.00
MWPAT FILTRATION 2 - INTEREST	46,925.18	36,059.00	24,458.00	24,458.00	12,188.00	-	-32.17%	(11,601.00)
MWPAT FEES	4,920.00	3,885.00	2,817.00	2,817.00	1,710.00	574.00	-27.49%	(1,068.00)
UPGRADE BYRNE AVE MAIN - PRINCIPAL	31,000.00	20,000.00	20,000.00	20,000.00	24,000.00	24,000.00	0.00%	-
STEPINSKI LAND - PRINCIPAL	39,000.00	25,000.00	25,000.00	25,000.00	26,000.00	26,000.00	0.00%	-
UPGRADE BYRNE AVE MAIN - INTEREST	6,670.00	5,120.00	4,120.00	4,120.00	3,120.00	1,920.00	-19.53%	(1,000.00)
STEPINSKI LAND - INTEREST	7,830.00	5,880.00	4,630.00	4,630.00	3,380.00	2,080.00	-21.26%	(1,250.00)
WPAT PERCHLORATE CONTRACT 1 - PRINCIPA	3,465.11	3,535.00	3,607.00	3,607.00	3,679.00	3,754.00	2.04%	72.00
WPAT PERCHLORATE CONTRACT 2 - PRINCIPA	49,115.62	50,106.00	51,117.00	51,117.00	52,148.00	53,201.00	2.02%	1,011.00
WPAT PERCHLORATE CONTRACT 1 - INTEREST	983.79	914.00	843.00	843.00	770.00	695.00	-7.77%	(71.00)
WPAT PERCHLORATE CONTRACT 2 - INTEREST	13,944.62	12,952.00	11,941.00	11,941.00	10,908.00	9,854.00	-7.81%	(1,011.00)
MWPAT FEES	1,119.62	1,040.00	959.00	959.00	876.00	792.00	-7.79%	(81.00)
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	0.00%	-
GRANITEVILLE UPGRADE MAIN-INTEREST	29,537.50	28,238.00	26,838.00	26,838.00	25,438.00	24,038.00	-4.96%	(1,400.00)
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
RTE 110 UPGRADE MAIN-INTEREST	10,725.00	10,225.00	9,725.00	9,725.00	9,225.00	8,725.00	-4.89%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)-PRIN	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTE	8,690.00	8,090.00	7,490.00	7,490.00	7,040.00	6,590.00	-7.42%	(600.00)
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIP	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST	10,862.50	10,112.00	9,363.00	9,363.00	8,800.00	8,238.00	-7.41%	(749.00)
GROTON/DUNSTABLE PRINCIPAL			35,000.00	35,000.00	35,000.00	35,000.00		35,000.00
GROTON/DUNSTABLE INTEREST			16,638.00	16,638.00	14,888.00	13,138.00		16,638.00
VINE BROOK PRINCIPAL			55,000.00	55,000.00	55,000.00	55,000.00		55,000.00
VINE BROOK INTEREST			30,650.00	30,650.00	27,900.00	25,150.00		30,650.00
<b>SUBTOTAL - ISSUED BONDS</b>	<b>989,318.90</b>	<b>946,006.00</b>	<b>1,082,593.00</b>	<b>1,082,593.00</b>	<b>987,190.00</b>	<b>971,599.00</b>	<b>14.44%</b>	<b>136,587.00</b>
PROSPECT HILL WATER TANK	-	296,000.00	281,200.00	281,200.00	274,740.00	268,280.00	-5.00%	(14,800.00)
VINE BROOK WATER MAIN EXTENSION BETTE	-	43,680.00	-	-	-	-	-100.00%	(43,680.00)
ROUTE 40 @ DUNSTABLE ROAD	-	12,000.00	-	-	-	-	-100.00%	(12,000.00)
TOWN FARM TANK REHABILITATION	-	28,800.00	28,800.00	28,800.00	114,000.00	111,300.00	0.00%	-
NABNASSET AREA WATER SYSTEM IMPROVEM	-	-	24,000.00	24,000.00	92,500.00	90,375.00		24,000.00
FILTER MEDIA REPLACEMENT (NUTTING RD T	-	-	70,958.00	70,958.00	69,117.00	67,275.00		70,958.00
KIRSI CIRCLE MAIN REPLACEMENT	-	-	27,450.00	27,450.00	104,941.00	198,850.00		27,450.00
PLAIN RD, MOORE RD, BROOKSIDE RD	-	-	-	-	18,200.00	65,333.00		-
FORGE VILLAGE PUMP STATIONS 1&2 UPGRAI	-	-	-	-	17,063.00	53,083.00		-
UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-FORGE VILLAGE	-	-	-	-	-	24,000.00		-
INTEREST ON SHORT-TERM DEBT	6,844.44	-	-	-	-	-		-
<b>SUBTOTAL - NON-ISSUED BONDS</b>	<b>6,844.44</b>	<b>380,480.00</b>	<b>432,408.00</b>	<b>432,408.00</b>	<b>690,561.00</b>	<b>878,496.00</b>	<b>13.65%</b>	<b>51,928.00</b>
<b>CATEGORY TOTAL</b>	<b>996,163.34</b>	<b>1,326,486.00</b>	<b>1,515,001.00</b>	<b>1,515,001.00</b>	<b>1,677,751.00</b>	<b>1,850,095.00</b>	<b>14.21%</b>	<b>188,515.00</b>
<b>DEPARTMENT TOTAL</b>	<b>3,665,258.84</b>	<b>4,439,549.00</b>	<b>4,630,132.00</b>	<b>4,667,342.00</b>	<b>4,878,592.00</b>	<b>5,064,320.00</b>	<b>5.58%</b>	<b>247,793.00</b>

**Goals:****Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 days old receivables at less than 15% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Replace and Test 300 Residential 5/8" Meters.
- Create Electronic Applications/Forms for New Service Applications
- Implement Fixed Meter Reading Network.

**Environmental Compliance/Regulatory**

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Perform Leak Detection Survey on 50% of the Water Distribution.
- Continue with reduction of Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Develop and Conduct Emergency Response Planning Trainings.
- Establish sodium concentration database for wells and surface water bodies.
- Finalize, Publish, and Implement Departmental Health and Safety Plan.
- Implement Hach Claros to optimize process control.
- Conduct interior inspections of the Francis Hill, Hildreth Hills, and Town Farm Storage Tanks.

**Operations**

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Automate field inspection reports and water service/gate card forms using PeopleGIS or DoForms.
- Inspect & Exercise 200 Gate Valves
- Repair 45 gate valve boxes and 20 curb boxes.
- Replace four fire hydrants through the Fire Hydrant Replacement Program.
- Revise flushing program to incorporate pre-flush gate valve exercising program.

- Complete fire hydrant inventory and information database. Install Hydrant Asset ID Tags.
- Paint 500 Fire Hydrants.
- Clean and inspect the Forge Village Road and Nutting Road Water Treatment Plant clearwells.
- Test all source meters for water auditing purposes.
- Clean and redevelop three Water Supply Wells (Cote Well, Fletcher Well, & Howard Road Wells).
- Maintain Unaccounted for Water at less than 10%.

### Description of Changes:

- The **FY 2021 Capital Budget** requests for **bonded projects** are the following: 1) **\$2,350,000** for the Oak Hill Road water main replacement, 2) **\$650,000** for the filter media replacement at the Nutting Road Water Treatment facility, and 3) **\$1,830,000** for the Kirsi Circle water main replacement. **FY 2021 Non-Bonded Capital** requests of **\$155,000** were for the following projects: 1) **\$60,000** to replace a 2002 4x4 dump truck, 2) **\$40,000** for SCADA improvements, and 3) **\$55,000** to replace a utility truck. In addition, at the **Special Town Meeting in the fall of 2019**, the Water Department requested from the Water Enterprise's Free Cash **\$170,000** for the Engineering Design of the Kirsi Circle water main replacement project and **\$31,433** for the Munis UBCIS utility upgrade.
- The **FY 2021 Debt Service** budget **increased** by **\$188,515** or 14.2% based on the debt obligations of the FY 2021 requested bonding projects. The Vine Brook betterment debt service and the Route 40 @ Dunstable Road project contributed to the overall increase by \$81,608.
- The **FY 2021 Personnel Services** expenses **decreased** by **\$64,612** or 5.0% from the prior fiscal year's budget. The Business Manager Salary and longevity were moved to the 405 Department of Public Works Budget. There is approximately a **\$31,652 increase** as a result of the new union contract which included two office upgrades and a 2% increase for non- union personnel. Other factors that contributed to the increase are as follows: 1) Unscheduled overtime increase of **\$14,219** that reflects the normal unscheduled overtime budget of \$35,000 per year, and 2) a compensation reserve of **\$11,380**.
- The **FY 2021 Operating & Maintenance** expense budget **increased** by **\$122,476** or 7.9% from the FY 2020 budget. The major factors contributing to the increase are the following: 1) a **\$113,476** increase of indirect expenses for anticipated increases in healthcare, retirement, and general business insurance expenses, 2) an increase of **\$12,850** for Laboratory services for PFAS contaminants testing, 3) \$7,250 for the new Stormwater Utility Fee and 4) a **\$5,000** increase in heating fuel which reflects the current spending.
- Included in the FY 2021 budget package is a section named "**Westford Water Long Range Plan Projections**" which projects future water rates through FY 2029. The current LRP indicates that the water rates should be adequate through FY 2021. An 8% rate increase is projected for FY 2022 which will be the first rate increase since 2009 (13 years). These projections include future capital requirements and debt service requirements based on the **2017 Master Plan**. Details of specific Capital Improvements are noted in Capital Summary schedule which displays projects through FY 2027.

**Programs & Services:**

In 2012, the Executive Office of Energy and Environmental Affairs (EEA) created the Sustainable Water Management Advisory Committee. This Committee, comprised of a wide range of stakeholders, and supported by staff from the Department of Environmental Protection (MassDEP), the Department of Fish and Game (DFG), and the Department of Conservation and Recreation (DCR), worked with the Water Management Act Advisory Committee and the Water Resources Commission to develop the Sustainable Water Management Initiative: Final Framework (SWMI). The framework created a groundwater and surface water withdrawal allocation program designed to satisfy the Commonwealth's water needs while recognizing ecological issues such as low streamflow, the overall biological health of the aquatic habitat, and the sustainability of our freshwater resources; which eventually led to revisions to the permitting regulations under the Water Management Act (WMA) Program.

The Town of Westford Water Department currently operates under the terms and conditions of a 20-Year Water Management Act Permit issued by MassDEP that is slated to expire in 2018. Based on the newly revised regulations of the Water Management Act and our most recent Draft Permit, we anticipate decreases in our total authorized withdrawal volume, as well as, the maximum authorized daily withdrawal from each of our nine groundwater sources. Furthermore, we are expecting increases in performance standards for both Residential Gallons Per Capita Day Water Use (RGPCD) and Unaccounted-for-Water (UAW), demand management, water conservation requirements, and seasonal limitations on Nonessential Outdoor Water Use.

The Town, currently permitted to withdraw up to 2.44 million gallons per day (MGD), is likely to see its permitted allowance reduced to 1.79 MGD. Additionally, we expect that the allowable RCPGD use will be reduced from 80 to 65 gallons and UAW from 15% to 10%. The Town of Westford's total groundwater withdrawal in 2015 was 624.422 million gallons, which calculates to an average daily withdrawal of 1.71 million gallons per day. The residential gallons per capita day use was calculated to be 68 gallons and the system's unaccounted-for-water use was estimated to be 8.6% or 51.3 Million Gallons. Though we are operating within the anticipated permitted allowance and the performance standard for UAW, increased efforts will be required to reduce seasonal (summer) outdoor use to meet the new RGPGD requirement. As we have seen with newly released permits throughout the Commonwealth, it is expected that Westford will be required to limit nonessential water use through mandatory restrictions from May 1st through September 30<sup>th</sup> including restricting the irrigation of lawns via sprinklers or automatic irrigation systems to 1-2 days per week, depending on streamflow or drought conditions.

Current demand projections predict the average day demand in Westford in 2030 will reach 2.0 million gallons per day. To meet this demand, the Town will likely need to request an increase to its permit above the expected 1.71 MGD, which could require costly gallon for gallon mitigating measures, such as sewer infiltration and inflow improvements, stormwater recharge, dam removal, culvert replacement, stream or habitat restoration, private well bylaws, the creation of a stormwater utility or bylaw, acquisition of property for resource protection, and installation of

fish ladders. The impact of mandated seasonal restrictions could potentially reduce water revenue 20-25%. We anticipate that rate increases will ultimately be required for the Town to maintain its aging water infrastructure, meet the new regulatory requirements, and secure a permitted increase in water withdrawal to meet future demand.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Stipends/Licenses	Total
Water Superintendent	1.0	EXEM	91,800.00	-	1,625.00	93,425.00
GIS Project Management Analyst	1.0		66,300.00			66,300.00
Records Supervisor II	1.0	CWA	70,929.00	1,600.00		72,529.00
Records Supervisor	1.0	CWA	62,097.00	600.00		62,697.00
Administrative Assistant	1.0	CWA	46,500.00			46,500.00
Water Operations Manager	1.0	EXEM	88,937.00	1,600.00	1,825.00	92,362.00
Environmental Compliance Manager	1.0	EXEM	82,779.00	850.00	1,475.00	85,104.00
Water Foreman	2.0	CWA	146,285.00	5,200.00	2,500.00	153,985.00
Water Laborer	6.0	CWA	375,611.00	8,000.00	9,900.00	393,511.00
Seasonal Staff			15,715.00			15,715.00
Scheduled Overtime			64,113.00			64,113.00
Overtime - Non Scheduled			35,000.00			35,000.00
On Call			24,700.00			24,700.00
Sick Leave / Vacation Buyback			2,000.00			2,000.00
Compensation Reserve			11,680.00			11,680.00
<b>Total Personal Services</b>	<b>15.0</b>		<b>1,184,446.00</b>	<b>17,850.00</b>	<b>17,325.00</b>	<b>1,219,621.00</b>

ORG	DESCRIPTION	FY21 % Allocation	FY21 TMgr Rec	FY21 Allocation TMgr Rec
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	2.22%	423,202	9,415
132	FINANCE DIRECTOR	2.22%	148,370	3,301
135	ACCOUNTING	2.22%	285,067	6,342
135	AUDIT SERVICES	2.22%	37,750	840
145	TREASURER/COLLECTOR - PERS SVCS	2.22%	269,410	5,994
152	HUMAN RESOURCES	1.91%	232,170	4,427
155	TECHNOLOGY-Personal Services	2.22%	460,045	10,235
155	TECHNOLOGY-Munis - Charged Directly	2.22%		0
	GENERAL INSURANCE:			
	Workers Compensation	3.88%	495,000	19,210
	Unemployment Compensation	0.00%	80,000	0
	Comprehensive Liability	5.76%	160,000	9,210
	Excess Umbrella Liability	6.53%	13,000	849
	Auto Liability	7.72%	90,000	6,947
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	22.54%	45,000	10,143
	<b>Total Indirect Costs</b>			<b>86,913</b>
<b>DIRECT COSTS</b>				
	HEALTH INSURANCE ACTIVE EMPLOYEES	100.00%		154,052
	HEALTH INSURANCE RETIRED EMPLOYEES	100.00%		21,676
	LIFE INSURANCE ACTIVE EMPLOYEES	100.00%		82
	LIFE INSURANCE RETIRED EMPLOYEES	100.00%		7
	F.I.C.A. MEDICARE	100.00%		11,951
	RETIREMENT	4.09%	5,152,765	205,500
	LESS STORMWATER DIRECT/INDIRECT COSTS			(28,641)
	DPW DIRECTOR	50.00%	133,450	66,725
	DPW BUSINESS MANAGER	50.00%	104,890	52,445
	DPW OFFICE MANAGER	50.00%	69,464	34,732
	DPW ADMIN ASST	50.00%	(46,500)	(23,250)
	<b>Total Direct Costs</b>			<b>495,279</b>
	<b>Less Credit Due From FY19 Actual Expenses</b>			<b>(6,539)</b>
<b>TOTAL FOR WATER ENTERPRISE</b>				<b>575,652</b>
<b>Direct and Indirect Budget</b>				<b>553,970</b>
<b>OPEB Trust</b>				<b>21,682</b>

## 630 Recreation Enterprise

### Mission Statement:

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford Community. The department provides high quality, safe services designed to meet the year-round interests of the community. Programs and activities are provided in an efficient, cost-effective, affordable, and inclusive manner.

### Goals:

- Continue to offer year-round affordable programs and services for the widely varied demographic in Westford.
- Develop relationships with community partners and leverage available resources to improve services and offset operating expenses.
- Continue working with the Finance Director and Town Accountant to increase financial transparency through streamlined budget documents.

### Programs & Services:

For FY21, the total Recreation Enterprise budget is \$1,407,253.00. 97% of this budget is offset via revenue derived from programming fees. The remaining 3%, or \$47,153, is drawn from the General Fund. The FY21 General Fund appropriation of \$47,153 is \$64,641 lower than the average General Fund appropriation for the preceding six (6) fiscal years. The reason for this reduction is a substantial credit related to FY19 direct and indirect expenses, as a result of employees not enrolling in the town health insurance plan. The policy for direct and indirect costs requires the town to calculate the actual expenses incurred by each enterprise for the most recently completed fiscal year. That credit or additional charge is then applied to the following years' direct and indirect expense calculation. This figure will continue to fluctuate from year to year.

The Recreation Enterprise budget funds the salaries of all Recreation Management and Administration, program staff, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), a portion of indirect costs for operational support from other Town Departments (Town Manager, Accounting, Audit Services, Finance Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability), and all program related expenses.

Examples of programming include:

- **Adult**-Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (Co-ed) Beginner to Intermediate
- **Youth**-Junior Premier Golf School with Seth Dichard, Fall Cross Country Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed & Agility with D.J. Brock

- **Pre-school**-FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny-Tots, Hockey - Nashoba Learn to Play Hockey & Learn to Skate
- **Weekly Summer Programming**- During the summer our department offers a variety of weekly programs for ages 4-16 that keep participants engaged, active, and entertained. Some of these programs include Ready-Set-GO, Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips to name a few. The department also offers a Leadership program. Teenage participants in this program are exposed to a curriculum that teaches the skills and abilities necessary to succeed in a working environment. Many Leadership participants secure employment as program counselors within our department.
- **Westford Partnership for Children (WPC)** is an afterschool enrichment program run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools and at Stonybrook Middle School. Programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into 3 activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. The WPC program offers exceptional quality, flexibility and affordability to parents, and continues to be one of the most popular programs run by the department.

**Description of Changes:**

In past years, Westford Recreation has utilized several different budget funds to provide services. Beginning with the FY19 budget, we began consolidating multiple Recreation budgets into the Recreation Enterprise Fund. This transition improves financial transparency and simplifies internal accounting procedures for Recreation related services. In FY20, we continue to restrict use of the 53D Revolving Fund and record program related revenues and expenses in the Recreation Enterprise Fund.

**Personal Services:**

FY21 increases in the Personal Services lines are primarily associated with union contracts. Based on FY19 actuals, for FY21 there is a reduction in Other Recreation Staff, used to pay part time summer/seasonal program staff. Future minimum wage increases adopted by Westford will result in increases to this line.

**Expenses:**

The majority of the expense lines remain unchanged. The slight increase in Youth Expense is offset by an associated increase in projected revenue for Youth Programming. In January of 2019, the Recreation Department successfully relocated from leased space at 22 Town Farm Road to the newly renovated 65 Main Street facility. This move results in the elimination of +/- \$24,000 in the Building Lease line and Additional Building Expense lines.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	105,905.48	112,544.00	114,795.00	114,795.00	117,091.00	117,091.00	2.00%	2,251.00
ASSISTANT DIRECTOR	79,537.47	85,072.00	88,942.00	88,942.00	94,357.00	94,357.00	4.55%	3,870.00
OFFICE MANAGER	63,093.60	65,805.00	66,865.00	66,865.00	68,202.00	68,202.00	1.61%	1,060.00
RECREATION SUPERVISOR/ASST	401,282.16	469,005.00	475,113.00	475,113.00	501,778.00	520,038.00	1.30%	6,108.00
OTHER RECREATION STAFF	336,216.19	447,500.00	380,000.00	380,000.00	400,000.00	420,000.00	-15.08%	(67,500.00)
SHARED - LONGEVITY	4,980.00	6,196.00	6,083.00	6,083.00	6,083.00	7,085.00	-1.82%	(113.00)
<b>CATEGORY TOTAL</b>	<b>991,014.90</b>	<b>1,186,122.00</b>	<b>1,131,798.00</b>	<b>1,131,798.00</b>	<b>1,187,511.00</b>	<b>1,226,773.00</b>	<b>-4.58%</b>	<b>(54,324.00)</b>
<b>EXPENSES</b>								
ELECTRICITY	1,143.94	719.00	795.00	795.00	819.00	844.00	10.57%	76.00
WATER	103.66	235.00	235.00	235.00	235.00	235.00	0.00%	-
BUILDING MAINTENANCE	240.00	800.00	800.00	800.00	800.00	800.00	0.00%	-
BUILDING LEASE	24,000.00	-	-	-	-	-	-	-
ADD'L BUILDING EXPENSES - LEASED	171.74	-	-	-	-	-	-	-
CONTRACTED SERVICES	3,086.20	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
PRINTING SERVICES	2,674.97	6,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-75.00%	(4,500.00)
FIELD TRIPS	12,128.17	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%	-
RECREATION SQUIRT EXPENSE	245.15	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
RECREATION YOUTH EXPENSE	47,711.75	40,000.00	50,000.00	50,000.00	50,000.00	50,000.00	25.00%	10,000.00
RECREATION ADULT EXPENSE	7,934.64	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
RECREATION WPC/REC CLUB EXP	26,933.84	37,000.00	37,000.00	37,000.00	40,000.00	40,000.00	0.00%	-
RECREATION SUMMER WEEKLY EXP	13,289.92	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
RECREATION WATERFRONT EXP	8,144.42	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
RECREATION BROCHURE EXPENSE	9,999.70	7,000.00	14,000.00	14,000.00	14,000.00	14,500.00	100.00%	7,000.00
SUPPLIES	779.93	-	-	-	-	-	-	-
GASOLINE	-	314.00	435.00	435.00	450.00	475.00	38.54%	121.00
OFFICE SUPPLIES	224.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OTHER RECREATION SUPPLIES	-	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
TRAVEL-MILEAGE	1,214.28	2,000.00	2,000.00	1,500.00	2,000.00	2,000.00	-25.00%	(500.00)
MEETINGS & CONFERENCES	-	1,839.00	1,866.00	1,866.00	1,866.00	1,866.00	1.47%	27.00
DUES AND MEMBERSHIPS	-	188.00	275.00	275.00	275.00	300.00	46.28%	87.00
XFER TO GF - DIRECT/INDIRECT COSTS	242,283.00	109,721.00	175,000.00	108,049.00	175,000.00	175,000.00	-1.52%	(1,672.00)
ENCUMBRANCES	3,395.50	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>405,705.36</b>	<b>264,816.00</b>	<b>342,906.00</b>	<b>275,455.00</b>	<b>345,945.00</b>	<b>346,520.00</b>	<b>4.02%</b>	<b>10,639.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,396,720.26</b>	<b>1,450,938.00</b>	<b>1,474,704.00</b>	<b>1,407,253.00</b>	<b>1,533,456.00</b>	<b>1,573,293.00</b>	<b>-3.01%</b>	<b>(43,685.00)</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	1	EXEM	114,795.00		114,795.00
Asst. Director	1	OPEIU	88,942.00	1,100.00	90,042.00
Office Manager	1	OPEIU	66,865.00	600	67,465.00
Administrative Assistant	1	CWA	50,758.00	600	51,358.00
Rec Supervisor - Union	8	OPEIU	424,355.00	3,783.00	428,138.00
Other Recreation Staff		NON	380,000.00		380,000.00
<b>Total Personal Services</b>	<b>12</b>		<b>1,125,715.00</b>	<b>6,083.00</b>	<b>1,131,798.00</b>

**Other Metrics:**

Please visit the Westford Recreation's website at <http://www.westfordrec.com/info/default.aspx> for further information regarding programs offered.

ORG	DESCRIPTION	FY21 % Allocation	FY21 TMR	FY21 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	1.18%	423,202	5,007
132	FINANCE DEPT	1.18%	148,370	1,755
135	ACCOUNTING	1.18%	285,067	3,373
135	AUDIT SERVICES	1.18%	37,750	447
145	TREASURER/COLLECTOR - PERS SVCS	1.18%	269,410	3,188
152	HUMAN RESOURCES	1.61%	232,170	3,727
155	TECHNOLOGY-Personal Services	1.18%	460,045	5,443
	Workers Compensation	6.24%	495,000	30,866
	Unemployment Compensation	1.61%	80,000	1,284
	Comprehensive Liability	1.51%	160,000	2,415
	Excess Umbrella Liability	1.59%	13,000	206
	Auto Liability	4.49%	90,000	4,043
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	0.00%	45,000	0
	<b>SUBTOTAL</b>			<b>61,755</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		83,829
	F.I.C.A. MEDICARE	1.45%		12,773
	RETIREMENT	2.22%	5,473,719	121,658
	DIRECTOR OF PARKS & GROUNDS SALARY	-60.00%	114,795	(68,877)
	ASST RECREATION DIRECTOR SALARY	-10.00%	88,942	(8,894)
	OFFICE MANAGER SALARY	-25.00%	66,865	(16,716)
	<b>SUBTOTAL</b>			<b>123,773</b>
	<b>FY21 ASSESSMENT</b>			<b>185,528</b>
	<b>FY19 Adjustment Based on Actual Expenses</b>			<b>(77,479)</b>
<b>TOTAL FOR RECREATION ENTERPRISE</b>				<b>108,049</b>

## 640 Ambulance Enterprise

### **Mission Statement:**

Westford Ambulance Service is committed to preventing loss of life resulting from injuries, medical emergencies, and disasters. We are committed to providing the highest quality in pre-hospital medical care to individuals who seek our services. Our sense of purpose is reflected in time sensitive, medically sound, competent, respectful, and compassionate delivery of professional medical care.

### **Goals:**

- To work with the emergency physicians and senior paramedics to assess training needs to keep skills proficient, and to train responders on new equipment and procedures.
- Review and update as needed the Rules & Regulations and Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- Ongoing review of ALS billing agreements with neighboring communities.
- Work with our billing company to ensure our billing system is efficient and adjust as necessary.
- To develop an in-house training program by looking at new training and tracking software that conforms to the National Registry of EMTs Continuing Education requirements.
- Evaluate Fire Department staffing issues by looking at options of increasing overtime and staffing.
- Adding additional personnel to bring staffing levels up to 11 per shift and add a full-time EMS Coordinator.

### **Description of Changes:**

- Ambulance Enterprise Budget total has a total decrease of 4.54%. A bulk of the decrease is because of a credit of \$66,199 from the FY19 Direct/Indirect Costs.
- The IAFF union contract expires on June 30, 2020. This budget does not reflect any new collective bargaining agreements
- Ambulance salaries are decreasing due to the addition of two new personnel that will be placed in Ambulance Enterprise at a lower step.
- Overtime is increasing 4.81% to adjust for contractual increases, and in order to maintain a safe level of staffing. Our liability is increasing for Vacation/Sick/Personal time and the back to back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to 9 more regularly. For the FY19 Fire/Ambulance overtime, there were a total 19,042 hours taken off and 9,595 (50.0%) overtime hours filled at an average rate of \$52.75.
- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline and diesel estimates and Building Maintenance cost estimates as we moved into our new Facility on 11/1/2018 and have limited history.
- The increase of 13.05% in uniform allowances is to cover contractual obligations.
- Educational incentive pay increases in the Personnel Budgets represents an increase in Firefighters seeking education.

- The equipment maintenance increase is due to Maintenance/Service contract for cardiac monitors and the cost to repair older equipment.

### Programs & Services:

Around-the-clock ALS (advanced life support) care is in its second year to town. ALS provides an advanced level of care as compared to BLS (basic life support). ALS provides IV drug administration, cardiac monitoring, and advanced airways.

### Personnel:

Position	FTE	Unit	Salary	Longevity	Paramedic Stipend	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	595,347.00	2,400.00	-	18,486.00	25,092.00	641,325.00
Call EMTs			250.00					250.00
Overtime			135,000.00					135,000.00
Holiday Overtime			10,948.00					10,948.00
Training Wages			34,000.00					34,000.00
<b>Total Personal Services</b>	<b>9.0</b>		<b>775,545.00</b>	<b>2,400.00</b>	<b>-</b>	<b>18,486.00</b>	<b>25,092.00</b>	<b>821,523.00</b>

**Other Metrics:** There were 1,473 total billable calls in FY2019 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,293,767 and total collections of \$971,517. Medicare patients are represented at over 20% of the Gross Billing but also accounted for 45% of mandatory deductions.

There were 918 billable ALS calls in FY2019 vs. 555 BLS calls. The average ALS billable amount was \$1,988 vs. BLS of \$1,533. \$235,073 of ambulance billing was written off in FY2019 with 95% of that being Residents.

There was \$97,757 that was sent to collections, with over 90% of that figure made up of non-residents.

DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FIREFIGHTERS	563,318.54	599,762.00	595,347.00	595,347.00	609,071.00	618,718.00	-0.74%	(4,415.00)
CALL EMTS	-	300.00	250.00	250.00	250.00	250.00	-16.67%	(50.00)
OVERTIME	134,158.31	128,800.00	140,000.00	135,000.00	142,800.00	145,656.00	4.81%	6,200.00
HOLIDAY OVERTIME	11,356.90	10,948.00	10,948.00	10,948.00	10,948.00	10,948.00	0.00%	-
TRAINING	33,678.18	28,000.00	34,000.00	34,000.00	34,680.00	35,374.00	21.43%	6,000.00
EDUCATION INCENTIVE PAY	22,874.61	22,270.00	18,486.00	18,486.00	18,583.00	18,679.00	-16.99%	(3,784.00)
HOLIDAY PAY	23,373.88	25,181.00	25,092.00	25,092.00	25,670.00	26,077.00	-0.35%	(89.00)
LONGEVITY	2,400.00	3,600.00	2,400.00	2,400.00	2,400.00	3,850.00	-33.33%	(1,200.00)
<b>CATEGORY TOTAL</b>	<b>791,160.42</b>	<b>818,861.00</b>	<b>826,523.00</b>	<b>821,523.00</b>	<b>844,402.00</b>	<b>859,552.00</b>	<b>0.33%</b>	<b>2,662.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCE	11,338.35	9,575.00	10,825.00	10,825.00	8,325.00	8,325.00	13.05%	1,250.00
ELECTRICITY	10,750.00	8,415.00	8,346.00	8,346.00	8,513.00	8,683.00	-0.82%	(69.00)
NATURAL GAS	7,056.64	4,080.00	4,167.00	4,167.00	4,250.00	4,335.00	2.13%	87.00
WATER	954.08	650.00	950.00	950.00	969.00	988.00	46.15%	300.00
BUILDING MAINTENANCE	3,575.41	5,250.00	5,000.00	4,000.00	5,100.00	5,202.00	-23.81%	(1,250.00)
VEHICLE MAINTENANCE	6,526.16	7,000.00	7,000.00	7,000.00	7,140.00	7,283.00	0.00%	-
EQUIPMENT MAINTENANCE	12,893.42	9,000.00	12,500.00	12,500.00	12,750.00	13,005.00	38.89%	3,500.00
COMMUNICATION EQUIPMENT MAINTENANCE	1,548.68	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
LAUNDRY SERVICES	46.59	-	-	-	-	-	-	-
TRAINING & DEVELOPMENT	5,685.10	13,700.00	6,000.00	6,000.00	6,120.00	6,242.00	-56.20%	(7,700.00)
CONTRACTED SERVICES	57,936.45	62,000.00	63,240.00	60,000.00	64,505.00	65,795.00	-3.23%	(2,000.00)
POSTAGE	532.23	200.00	400.00	400.00	408.00	416.00	100.00%	200.00
ADVERTISING - GENERAL	-	100.00	100.00	-	102.00	104.00	-100.00%	(100.00)
PRINTING SERVICES	503.56	200.00	400.00	400.00	408.00	416.00	100.00%	200.00
GASOLINE	16,204.14	14,739.00	15,634.00	15,634.00	15,947.00	16,266.00	6.07%	895.00
OFFICE SUPPLIES	987.23	600.00	750.00	600.00	765.00	780.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	594.74	1,000.00	550.00	550.00	561.00	572.00	-45.00%	(450.00)
VEHICULAR PARTS & ACCESSORIES	12,001.92	8,000.00	11,000.00	11,000.00	11,220.00	11,444.00	37.50%	3,000.00
VEHICULAR TIRES & TUBES		3,500.00	3,000.00	3,000.00	3,060.00	3,121.00	-14.29%	(500.00)
HEALTH / MEDICAL SUPPLIES	69,483.29	72,000.00	74,000.00	70,000.00	75,480.00	76,990.00	-2.78%	(2,000.00)
OXYGEN	996.00	1,100.00	1,100.00	1,100.00	1,122.00	1,144.00	0.00%	-
MEETINGS & CONFERENCES	150.00	1,000.00	1,000.00	1,000.00	1,020.00	1,040.00	0.00%	-
DUES & MEMBERSHIPS	2,643.60	3,500.00	3,200.00	3,200.00	3,264.00	3,329.00	-8.57%	(300.00)
XFER TO GF - DIRECT/INDIRECT COSTS	341,908.00	380,831.00	380,831.00	318,383.00	318,383.00	318,383.00	-16.40%	(62,448.00)
ENCUMBRANCES	241.94							-
<b>CATEGORY TOTAL</b>	<b>564,557.53</b>	<b>607,940.00</b>	<b>611,493.00</b>	<b>540,555.00</b>	<b>550,942.00</b>	<b>555,424.00</b>	<b>-11.08%</b>	<b>(67,385.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,355,717.95</b>	<b>1,426,801.00</b>	<b>1,438,016.00</b>	<b>1,362,078.00</b>	<b>1,395,344.00</b>	<b>1,414,976.00</b>	<b>-4.54%</b>	<b>(64,723.00)</b>

ORG	DESCRIPTION	FY21 % Allocation	FY21 TMR	FY21 Allocation TMR
<b>INDIRECT COST</b>				
123	TOWN MANAGER	0.95%	423,202	4,022
132	FINANCE DIRECTOR	0.95%	148,370	1,410
135	ACCOUNTING	0.95%	285,067	2,709
135	AUDIT SERVICES	0.95%	37,750	359
145	TREASURER/ COLLECTOR - PERS SVCS	0.95%	269,410	2,561
152	HUMAN RESOURCES	1.17%	232,170	2,706
155	TECHNOLOGY-Personal Services	0.95%	460,065	4,373
220	FIRE ADMIN/CLERICAL	22.07%	381,827	84,252
945	GENERAL INSURANCE			
	Workers Compensation	0.00%	495,000	0
	Unemployment Compensation	1.17%	80,000	932
	Comprehensive Liability	0.95%	160,000	1,521
	Excess Umbrella Liability	0.95%	13,000	124
	Auto Liability	0.95%	90,000	855
	Public Officials Liability	1.17%	35,000	408
	Police & Fire Liability	9.19%	69,550	6,393
	General Liability Insurance	0.95%	45,000	428
	<b>Total Indirect Costs</b>			<b>113,052</b>
<b>DIRECT COST</b>				
	HEALTH/LIFE INSURANCE	100.00%		132,850
	F.I.C.A. MEDICARE	1.45%		9,946
	RETIREMENT	2.73%	5,152,765	128,734
	<b>Total Direct Costs</b>			<b>271,530</b>
	<b>FY19 Adjustment Based on Actual Expenses</b>			<b>(66,199)</b>
<b>TOTAL FOR AMBULANCE ENTERPRISE</b>				<b>318,383</b>

## 650 Stormwater Enterprise

### **Mission Statement:**

It is the mission of the Stormwater Enterprise to adhere to a cost-effective approach to addressing drainage infrastructure needs while considering local, state and federal water quality initiatives to protect our valuable water resources now and for future generations.

### **Goals:**

- Develop a temporary billing system while migrating water enterprise and stormwater enterprise to the UBCIS Munis software.
- Complete the culvert assessment study to determine a specific five-year capital plan for drainage improvements.

### **Description of Changes:**

FY21 will be the initial Stormwater Enterprise budget. The proposed budget of \$1,250,138 is less than the expected revenue of \$1,600,000 because the operating budget does not include “pay as you go” capital requests, and we want to be financially cautious with the first year of an enterprise because the general fund is responsible for absorbing any operating losses. The detail of the direct and indirect costs are after the operating budget. As you can see, the direct and indirect costs include portions of employee’s salaries in other departments, such as the 2% Treasurer/Collector and 15% of the Heavy Equipment Operators salaries. It was determined that most efficient way to charge these salaries to the Stormwater Enterprise is through the direct and indirect costs.

### **Programs & Services:**

#### **Introduction**

Our town maintains a drainage system valued at over \$150,000,000. The drainage system carries water from roads and properties back to the waterways that provide our drinking water throughout Westford. The Environmental Protection Agency has increased stormwater management requirements across the country with the goal of protecting and improving water resources. A Stormwater Master Plan was completed in 2017 for Westford and provided information to allow us to properly plan for, and comply with EPA regulations, through operational, maintenance, and capital improvements to our stormwater management systems.

#### **Revenue Requirements**

The Stormwater Master Plan provided detailed information about our existing infrastructure and made recommendations for supporting a Stormwater Management Plan. Three levels of service were modeled; minimum, protective and advanced. The Board of Selectmen agreed that the protective level of service is the right choice for Westford. The protective level of service provides funding for compliance with EPA and DEP

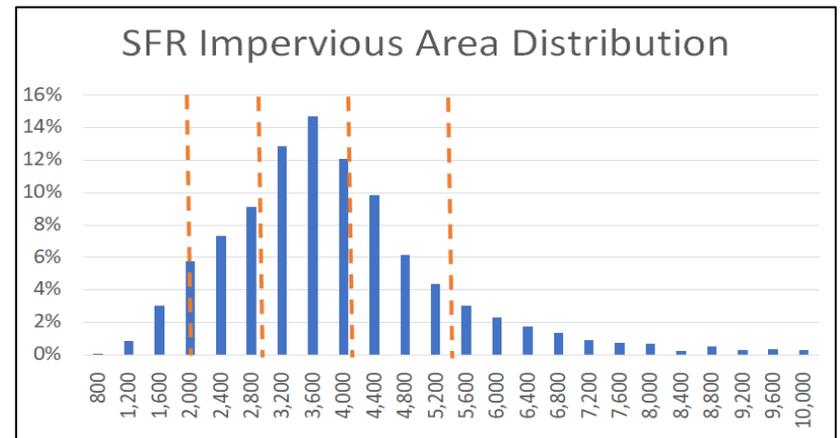
regulations through a program to repair and replace aging infrastructure. The town currently spends approximately \$600,000 per year on stormwater management related activity. To move to a protective level of service, the cost is expected to be approximately \$1,000,000 more per year for Fiscal Years 21 – 23 based on our budget projections.

**Funding Solution**

In August of 2019, the Board of Selectmen established a Stormwater Utility Fee in accordance with MGL CH 83:16 ([www.westfordma.gov/sw-mgl-ch-83-16](http://www.westfordma.gov/sw-mgl-ch-83-16)). The fee will be implemented in FY2021 beginning July 1, 2020. The fee is based upon impervious surface area, broken down into five tiers for Single Family Residential (SFR) properties. The middle tier represents the most common sized impervious surface area for SFR properties, and is used to establish one unit, called an Equivalent Residential Unit (ERU). Non-single-family residential properties will be charged a fee of \$75.00 per ERU, based upon the size of impervious surface area on their property. Bills will be issued in one mailing containing two bill stubs, allowing the option to pay upon receipt or bi-annually.

SFR Properties Impervious Square Footage	Proportion in Tier	Yearly Fee	ERU
Tier 1: <2,000 Square Feet	10%	\$ 37.50	0.5
Tier 2: >2,000 to <=2,900	19%	\$ 52.50	0.7
Tier 3: >2,900 to <=4,100	40%	\$ 75.00	1.0
Tier 4: >4,100 to <=5,500	20%	\$ 97.50	1.3
Tier 5: >5,500 Square Feet	11%	\$150.00	2.0

A parcel lookup tool is available on town’s website at this link <http://arcg.is/HG0mW>. This tool will allow you to view details on your property’s impervious surface area.



DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
STAFF ENGINEER					80,000.00	80,000.00		-
ADMINISTRATIVE ASSISTANT			28,000.00	24,660.00	26,133.00	27,151.00		24,660.00
PROJECT INSPECTOR - FACILITIES TECH			41,296.00	41,296.00	-	-		41,296.00
EQUIPMENT OPERATORS / LABORERS			28,000.00	24,033.00	24,754.00	25,495.00		24,033.00
OTHER OVERTIME			2,000.00	2,000.00	2,000.00	2,000.00		2,000.00
DEPARTMENTAL STIPENDS			1,150.00	1,150.00	1,150.00	1,150.00		1,150.00
LONGEVITY			425.00	425.00	-	-		425.00
<b>CATEGORY TOTAL</b>	-	-	<b>100,871.00</b>	<b>93,564.00</b>	<b>134,037.00</b>	<b>135,796.00</b>		<b>93,564.00</b>
<b>EXPENSES</b>								
SPECIAL DETAILS			11,000.00	11,000.00	11,000.00	11,000.00		11,000.00
VEHICLE MAINTENANCE			28,806.00	28,806.00	28,806.00	28,806.00		28,806.00
EQUIPMENT MAINTENANCE			1,260.00	1,260.00	1,260.00	1,260.00		1,260.00
DRAINAGE MAINTENANCE			34,000.00	34,000.00	34,000.00	34,000.00		34,000.00
DRAINAGE INVESTIGATION			50,000.00	50,000.00	50,000.00	50,000.00		50,000.00
CATCH BASIN CLEANING			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
STREET SWEEPING			75,000.00	75,000.00	75,000.00	75,000.00		75,000.00
STREET WASTE DISIPOSAL SERV			30,000.00	30,000.00	30,000.00	30,000.00		30,000.00
TESTING / WATER QUALITY SERV			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
PIPE MONITORING			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
ENGINEERING SERVICES			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
MS4 GENERAL PERMIT COMPLIANCE			93,500.00	93,500.00	93,500.00	93,500.00		93,500.00
MS4 CORRECTIVE ACTIONS			15,000.00	15,000.00	15,000.00	15,000.00		15,000.00
CONTRACTED SERVICES			8,000.00	8,000.00	8,000.00	8,000.00		8,000.00
FEE CONSULTING SERVICES			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
POSTAGE AND PRINTING EXPENSE			12,000.00	12,000.00	12,000.00	12,000.00		12,000.00
DIESEL FUEL/GAS			2,200.00	2,200.00	2,200.00	2,200.00		2,200.00
SOFTWARE SERVICES			11,710.00	11,710.00	11,710.00	11,710.00		11,710.00
XFER TO GF - DIRECT/INDIRECT COSTS			393,964.00	393,964.00	393,964.00	393,964.00		393,964.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	-	-	<b>862,440.00</b>	<b>862,440.00</b>	<b>862,440.00</b>	<b>862,440.00</b>		<b>862,440.00</b>

650 STORMWATER ENTERPRISE FUND DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL			3,000.00	3,000.00	3,000.00	3,000.00		3,000.00
10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST			225.00	225.00	165.00	105.00		225.00
MAIN STREET RECONSTRUCTION - PRINCIPAL			78,206.00	78,206.00	78,206.00	78,206.00		78,206.00
MAIN STREET RECONSTRUCTION - INTEREST			32,003.00	32,003.00	28,092.00	24,182.00		32,003.00
<b>SUBTOTAL - ISSUED BONDS</b>	-	-	<b>113,434.00</b>	<b>113,434.00</b>	<b>109,463.00</b>	<b>105,493.00</b>		<b>113,434.00</b>
OAK HILL RECONSTRUCTION PROJECT - PRINCIPAL						101,000.00		-
OAK HILL RECONSTRUCTION PROJECT - INTEREST			40,400.00	40,400.00	40,400.00	76,760.00		40,400.00
CULVERT DESIGN, PERMITTING & REPLACEMENT - PRINCIPAL			25,000.00	25,000.00	50,000.00	75,000.00		25,000.00
CULVERT DESIGN, PERMITTING & REPLACEMENT - INTEREST			21,250.00	21,250.00	42,500.00	63,750.00		21,250.00
DRAINAGE IMPROVEMENT PROGRAM - PRINCIPAL			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
DRAINAGE IMPROVEMENT PROGRAM - INTEREST			28,050.00	28,050.00	28,050.00	28,050.00		28,050.00
INTEREST ON SHORT-TERM DEBT								-
<b>SUBTOTAL - NON-ISSUED BONDS</b>	-	-	<b>180,700.00</b>	<b>180,700.00</b>	<b>226,950.00</b>	<b>410,560.00</b>		<b>180,700.00</b>
<b>CATEGORY TOTAL</b>	-	-	<b>294,134.00</b>	<b>294,134.00</b>	<b>336,413.00</b>	<b>516,053.00</b>		<b>294,134.00</b>
<b>DEPARTMENT TOTAL</b>	-	-	<b>1,257,445.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>		<b>1,250,138.00</b>

ORG	DESCRIPTION	FY21 % Allocation	FY21 TMR	FY21 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	0.51%	423,202	2,164
132	FINANCE DEPT	0.51%	148,370	759
135	ACCOUNTING	0.51%	285,067	1,458
135	AUDIT SERVICES	0.51%	37,750	193
145	TREASURER/COLLECTOR - PERS SVCS	0.51%	269,410	1,378
152	HUMAN RESOURCES	0.13%	232,170	307
155	TECHNOLOGY-Personal Services	0.51%	460,045	2,353
	Workers Compensation	0.13%	495,000	654
	Unemployment Compensation	0.13%	80,000	106
	Comprehensive Liability	0.51%	160,000	818
	Excess Umbrella Liability	0.51%	13,000	66
	Auto Liability	2.09%	90,000	1,882
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	0.00%	45,000	0
	<b>SUBTOTAL</b>			<b>12,138</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		36,033
	F.I.C.A. MEDICARE	1.45%		3,965
	RETIREMENT	1.15%	5,473,719	57,845
	ASSISTANT TOWN MANAGER	2.00%	127,321	2,546
	TREASURER COLLECTOR	2.00%	111,731	2,235
	GIS COORDINATOR	15.00%	83,442	12,517
	DPW DIRECTOR	15.00%	133,450	20,018
	DPW BUSINESS MANAGER	15.00%	104,890	15,734
	DPW OFFICE MANAGER	5.00%	69,464	3,473
	TOWN ENGINEER	20.00%	112,963	22,593
	ASSISTANT TOWN ENGINEER	20.00%	96,643	19,329
	HIGHWAY SUPERINTENDENT	15.00%	119,165	17,875
	OPERATIONS SUPERVISOR	15.00%	82,988	12,448
	CREW SUPERVISOR	15.00%	132,530	19,879
	HVY EQUIP. OPERATOR	15.00%	759,330	106,696
	<b>SUBTOTAL</b>			<b>353,185</b>
	<b>FY21 ASSESSMENT</b>			<b>365,323</b>
	<b>FY19 Adjustment Based on Actual Expenses</b>			<b>0</b>
<b>TOTAL FOR STORMWATER ENTERPRISE</b>				<b>365,323</b>